

**POULTRY KEEPING FOR SUSTAINABLE LIVELIHOOD: A CASE OF
MWAKUDA WOMEN GROUP IN PUGU BOMBANI, ILALA DISTRICT
DAR ES SALAAM**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTERS IN COMMUNITY
ECONOMIC DEVELOPMENT (MCED) OF THE OPEN UNIVERSITY OF
TANZANIA**

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CERTIFICATION

The undersigned certifies that they have read and hereby recommends for acceptance by The Open University of Tanzania a dissertation entitled: **Poultry Keeping for Sustainable Livelihood: A Case of Mwakuda Women Group in Pugu Bombani, Ilala District Dar es Salaam**”, in partial fulfillment of the requirement for the degree of Master in Community Economic Development (MCED) of Open University of Tanzania

.....

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Date

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DECLARATION

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.....

Signature

.....

Date

DEDICATION

I would like to dedicate this work to my Husband, Nicholas Kinyau, who encouraged and supported me to undergo the programme. Also to my beloved children; Abel and Happiness (Nzetu) for their patience, coherence, integrity and obedience during my study period. Others include my Parents Mzee Sebastian Mkoma, and mother Ukende Petro Kakema.

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ABSTRACT

This dissertation is an outcome of the research study conducted and the project being implemented in Pugu Bombani, Ilala District, and Dar es Salaam Region. The Community Needs Assessment conducted in the area using participatory methods and tools like Questionnaire, Focus Group Discussions and Documentary Reviews, came out with five major community needs, which needed to be urgently addressed. Data collected were analyzed using SPSS computer software program. Prioritizations of the problem were done by using Pair wise ranking. The major identified problems were poor skills on poultry keeping among Mwakuda members, which lead to low income, unemployment, poor nutrition and high mortality rates due to existence of different poultry killer diseases in the area. The project implementation has focus on improving community Income for sustainable livelihood through poultry keeping as a priority project. The objectives of the project were mainly three; i) Sensitize and Train 40 Mwakuda members on Entrepreneurship and Business Management by September 2014 (i) Acquire Plot and construct a house for poultry production for MWAKUDA members by October 2014 (ii) Improve employment opportunities and income to 40 Mwakuda members through Poultry production by February 2015. Few outputs for the objectives have so far realized and reported during project monitoring and midterm evaluation that there is skills improvement in poultry keeping business that contributes to improvement of nutrition, disease control that includes vaccination and treatment, management and care baby chicks mortality decreased drastically. Project implementation is going on well while monitoring and midterm evaluation have also been done and indicators for sustainability plan have been established.

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LIST OF ABBREVIATIONS

AIDS	Acquire Immune Deficiency Syndrome
ASDS	Agricultural Sector Development Strategy
BDS	Business Development Services
CBO	Community Based Organization
CED	Community Economic Development
CNA	Community Needs Assessment
DFID	Department for International Development
FGD	Focus Group Discussion
MDG	Millenium Development Goal
MKUBWA	Mpango wa Kukuza Ujasiriamali Tanzania
MSME	Micro and Small Medium Enterprises
MWAKUDA	Mtandao wa Wanawake Wafunga Kuku Dar es Salaam
M & E	Monitoring and Evaluation
NGO	Non Governmental Organization
NSGRP	National Strategy for growth and Reduction of Poverty
PPLPI	Pro Poor Livestock Policy Initiative
RDS	Rural Development Strategy
SPSS	Statistical package for social science
TGT	Tanzania Gatsby Trust
URT	United Republic of Tanzania
UNCED	United Nations Conference on Economic Development

CHAPTER ONE

PARTICIPATORY NEEDS ASSESSMENT

1.1 Introduction

Community Needs Assessment (CNA) helps to get a better understanding of the dynamics of the community and the beneficiaries can then make important decisions about their service priorities. Community Needs Assessments have greater importance today because of the increased focus of funders on identifying, tracking, and reporting on results of program investments (Barbara et al, 2011). Community Needs Assessment was conducted between March and April 2014, at Pugu bombani, Pugu Ward, Ilala Municipal -Dar es salaam.

The aim of Community Needs Assessment was to understand and look into what works well and what needs to be improved at MWAKUDA group. The exercise started with assessing the current situation which involved collecting information from the community members about their daily life which helped to understand the socio economic activities and the community needs. The study also aimed at exploring the opportunities that exist in the community and obstacles that hinder community prosperity and development. The results of the assessment determined the future actions towards the planning of proper interventions as per the needs identified.

In carrying out the needs assessment exercise, the researchers applied various participatory methods in order to make the community own, understand and appreciate the process, so that the design and intervention of the project would be effective. The survey involved collecting information and data through focus group discussions

(FGD), observations, secondary data reviews and questionnaire.

The data and information gathered enabled the researcher to develop the community profile as well as a summary of community needs (stresses) and existing opportunities that if utilized could solve identified problem. The community suggested that their main concern is grinding poverty caused by lack of poor livelihood and sustainable income generating activities to meet the basic socio-economic obligations.

1.2 Community Profile of Pugu

1.2.1 Location

Community Needs Assessment (CAN) involves identification of the assets of a community and determines potential concerns that it faces. Community Needs assessment identifies what particularly services in a certain community are needed to enhance people's living standards. Participatory assessment is among the method used in determining the needs of that particular community in depth point of view as to what activities which are reasonable and practical can be supported as proposed by the community.

Pugu Bombani is one of the four sub wards of Pugu ward in Ilala Municipality in Dar es Salaam. Pugu Bombani is located about 24 km from the city centre along Nyerere road, bordering Pugu Forest Reserve and Kisarawe District. Other sub wards are Kigogo Fresh, Dunda Kichangani and Guluka kwa Lala.

1.2.2 Population and Ethnic Groups

According to 2012 population census, Pugu Bombani had population of 11,835 residents of which 5,799 are male and 6,036 are female. Due immigration from upcountry regions to Dar es salaam, basically now days, Dar es salaam have for the time being a multiethnic regions whereby almost all tribes from Tanzania are found in Dar es salaam. This situation is not different from Pugu Bombani whereby there is no dominant ethnic group, instead a mult ethnic area. However, Pugu Bombani was previously dominated by Zaramo, who are native to Dar es Salaam and Coast region.

1.2.3 Climate

The climate is often influenced by proximity to Equator and Indian Ocean, Dar es Salaam, therefore the area is experiencing tropical climatic condition and typified by humid weather conditions. The area enjoys cool breezes and does not experience floods throughout the year because of its high elevation relative to the Indian Ocean. It is hot and humid throughout the year with an average temperature of 29°C. The hottest season is from October to March while from May to August it is relatively cool with temperature of 25°C. There are two rain seasons, short rains from October to December and long rains between March and May. The average annual rainfall is 1300mm; humidity is around 96% in the morning and 67% in afternoon. The average rainfall is 1000mm (ranging between 800 and 1300mm).

1.2.4 Employment and Economic Activities

The main economic activities of people living in this area are petty businesses, tailoring, and livestock keeping. Peri and Urban agriculture is done in a very small scale because of increased population. Women have been historically disadvantaged

in access and owning resources like property and money but they have been also excluded from social resources like education or knowledge of some income generating activities, hence women advancement in different field has been constrained by the multiple roles that are taking in the society, as well as the existing customary laws and traditional values.

So due to that persisting high level of poverty among families, most of the poor women in Pugu bombani are found themselves engaged in informal sector operating small business like food vendors, selling vegetables, saloons, charcoal selling, groceries, tailoring, kiosks and animal husbandry. Some activities that Pugu bombani women are engaged is detected by their productive roles, ability (skills level), access to productive assets especially (land and money) and limited capacity to run more viable businesses. To overcome the situation they come up with the idea of starting economic group so as to use little resources available and have improve their economic status and meet their needs.

1.2.5 Social Services

Transport and Communication facilities; There is tarmac road and a number of commuter buses plying between Gongo la mboto via Pugu bombani to Kisarawe, Kigogo Fresh and Chanika. There are also reliable telecommunication services in the area offered by the telecommunication companies. Apart from the road network, Pugu area is serviced by both Tanzania –Zambia Railways services and the famous central railway line.

Health services;

There is one Government owned health centre, two private dispensaries (Kwa Dr Komba and Upendo) and most of Pugu Bombani Community members are accessing health services from these facilities. There are two referral hospitals where most of the people get high quality health services, which include Amana and Kisarawe district hospital.

Education; Pugu ward has two primary schools, one secondary school owned by Government and one private secondary school in Pugu bombani . Most of people who live in this area their children are accessing primary and secondary education within the locality or in the nearby areas such as Pugu mpakani, Kigogo fresh, Kisarawe and Pugu majohe. However, there are also private secondary and primary schools within the Pugu bombani which also provide education services for those who can afford.

Water and Sanitation; Water supply and sanitation in Pugu Bombania is among the grinding social problem to Pugu residents. There is not reliable water supply which can feed the residents. Throughout the year, water supply for Pugu residents depends from rain water harvesting, short wells as well as water supply through vehicles. In recent, months, community based water supply organization was formed to foster service provision in water supply, the organization is called GONU (Gongo la Mboto and Pugu water supply association). The association managed to drill a medium size well which now is setting water distribution networks to the Pugu residents including Pugu Bombani. However, these efforts are not enough to satisfy the demand.

1.3 Community Needs Assessment

1.3.1 Introduction

The Participatory Assessment was conducted by the researcher in collaboration with MWAKUDA Members, Government Officials and Business Development Service providers. The assessment aimed at understanding in detail the following areas; community social interaction, economic activities, gender distribution of work and environment issues where by stresses, sources and causes of stresses were identified and proper interventions were designed and implemented in order to address the identified stresses or needs of the community. A community Needs Assessment for MWAKUDA group was assigned to community's opinions, needs, challenges, and assets used to determine which project will meet the needs of community members in relation to available resources/assets and opportunities which could be explored to address the sources of stresses.

Mizoguchi et al (2004), defined assessment as a specific way to identify problems, needs, and strengths in a community to make decisions, set priorities, set objectives, and explore ways to take action. Community Needs Assessment gave people an opportunity to prioritize their needs, which results to initiation of development project. The findings of CAN helped the community and MWAKUDA group members, researcher, and other Stakeholders to develop projects that cater for the needs of women entrepreneurs.

1.3.2 Objectives of Community Needs Assessment

The overall objective of Community Needs Assessment was to gather information from the MWAKUDA community in order to identify sources of the problems facing

the people of this community and available resources that can be helpful in addressing the problems identified according to priority of their needs identified by the community.

1.3.3 Specific Objectives are

- (i) To identify the main livelihood needs of MWAKUDA Group and other women in Bombani area.
- (ii) To identify the causes of income to the women in the Bombani area
- (iii) To assess resources available within the MWAKUDA community for poultry production.
- (iv) To identify the most important interventions which can improve sustainable livelihood for MWAKUDA community

1.3.3 Research Questions

- (i) What are the problems facing the MWAKUDA Group and other women in Bombani area?
- (ii) What are the causes of low income to the Community and women in the Bombani area?
- (iii) What kind of resources available within the MWAKUDA community?
- (iv) What are the available opportunities to address these problems?

1.3.4 Research Methodology

1.3.4.1 Study Area

The study area is Pugu bombani, Pugu ward –Ilala Municipality. The choice of this area was influenced by the researcher’s involvement in the MKUBWA Programme

(Mpango wa Kukuza Ujasiriamali na Biashara kwa Wanawake Tanzania) which is implemented by Tanzania Gatsby Trust (TGT). This programme targeted growth – oriented micro and small enterprises run by women who wish to improve their current business (textile and tailoring, poultry, processing and handcraft). The programme delivers flexible package of business development services including entrepreneurship, business management and technical trainings, coaching, business counseling, market linkages and sector specific product design and development. Therefore the researcher took a group of house wives who formed their own group and choose their headquarter to be at Pugu bombani. Those who live in Pugu bombani community represent other women in other Dares Salaam parts.

1.3.4.2 Research Design

Provided with the nature of the study was explanatory study, therefore the cross sectional design was adapted as the ideal design. The reason behind this selection was that the design allow and helped the researcher to collect various data at single point of time and data collected at once from various respondents (Jamal, 2008). Apart from been economic way for the researcher it also evaded the tediousness approach to the respondent because they responded once for all.

Both qualitative and quantitative data were collected from both secondary and primary sources. Primary data were collected directly from the Mwakuda group and poultry traders through household survey by using questionnaires, which were prepared and pre-tested. This was done as a preliminary stage for recruitment of women entrepreneurs for MKUBWA programme; this is implemented by Tanzania Gatsby Trust, which aimed at understanding the problems, challenges, and opportunities of

women entrepreneurs' development so that the programme can build their capacity on enterprise management and entrepreneurship skills development.

1.3.4.3 Sampling Techniques

Simpler random sampling and deliberate/ purposive sampling were applied basing on the different characteristics of the respondents. The sample was picked from MKUBWA project beneficiaries (women entrepreneurs) who work with different sectors (tailoring, handcraft, processing and poultry). The total number of MKUBWA beneficiaries who deals with Poultry keeping were 40, therefore the sampling unity was 40 women, However non probability sampling was also used to select key informants (two TGT Staff, six Independent Business Development service providers, two District Community development officers and two District Agriculture and livestock Officers).

1.3.4.4 Data Collection Methods

Data were gathered from both primary and secondary sources. Primary data from primary sources were collected directly from the sample using structured questionnaires supplemented by interviews, and observations. While secondary data was collected from published and unpublished sources available in the library, Institutions, Government offices and on the internet such as books, journal articles, research reports, and project reports from different national and international organizations.

Quantitative data were collected by using structured questionnaires that were administered to MWAKUDA members. One support staff was selected and trained on

conducting the interview that facilitated the researcher to collect the needed information from MWAKUDA group on the people and perception on their livelihood and income generation. Questionnaires were supplemented with interview, listening, participatory observation (transect walk and ranking) and which provided more clarification and understanding of the findings obtained from the questionnaires. The following tools were used:

(i) Questionnaires

The structured questionnaires were distributed to the respondents and filled accordingly. The questionnaires were translated into Kiswahili since most of the respondents do not speak English language. Both structured and unstructured questions were used in this project so as to increase reliability of the responses (Line, 1982). From the questionnaire the researcher managed to know the correspondents, age, marital status, education, information about income generating activities which the members of MWAKUDA are willing to perform.

(ii) Interviews

The researcher conducted interviews with 14 respondents from MWAKUDA members in Pugu kajiungeni, Ilala Districts, Officials and TGT staff at different levels. Those were the keys people in the community in order to discuss their knowledge, experience and understanding of the issues, two members from district community department, two from District agricultural and livestock office, two from Tanzania Gatsby Trust Office and six from Independent Business Development Services consultants. All these respondents were the one who are dealing with the MWAKUDA group in different issues that's why was important to get the information from them, which

could supplement the questionnaire in getting adequate and reliable data related to community needs.

The choice of people to interview, their views and opinions were likely to represent those of others in the community (Blackman, 2002). During the interview process, the researcher got the advantage to probe on some leading issues that emerged and also to clarify questions for respondents. Interviews are helpful as they allow the researcher to establish good relationship, explain the purpose of the study and clarify issues and lastly, allows for possible triangulation or the application of other validity enhancing instruments (Krishnaswami, 2003). This tool helps us to gain greater understanding of the issues.

(iii) Observations

This is a qualitative data collection method that requires direct observation of activity behavior, relationship, phenomena network or process in the field. The process of observation has been of great assistance in the field and through interpretation and linkage of data obtained from other methods. The surveyor becomes an active functioning member of the culture under study. Respondents become more comfortable with the researcher. It gives the researcher an intuitive understanding of what is happening.

(iv) Documentary Review

It was conducted by going through documents in the Pugu bombani area, District level and ministerial level. Such documents included the Ilala District Investment Profile,

Dar es Salaam Region Environmental Profile, Dar es Salaam Region socio-economic profile, MKUBWA technical document and the FAO Poultry Sector Country Review.

1.3.4.5 Research Limitations

- (i) Due to limited resources in terms of funds to cover more area in Pugu ward, the survey focused only to Pugu bombani.
- (ii) The study only captured the circumstances, which prevailed at the time of survey. Prevalence of entrepreneurship knowledge and skills among respondents posed a great limitation during the survey.

1.3.4.6 Validity and Reliability

- (i) The survey questionnaires and the relevant interview guides were pretested to women entrepreneurs from the different market areas in Dar es Salaam before the actual data collection exercise. This also ensured that the survey instruments used were relevant and could give the information and data that are both credible and reliable.
- (ii) Keen Selection of the true sample increased the researcher's ability to draw valid conclusion as most of them are well equipped with entrepreneurship skills.
- (iii) Involving competent Survey Assistant. This survey focused at gathering information and comparing the status before and after the project intervention.

1.3.4.7 Data Analysis Methods

Data collected was manually edited and coded prior to be entered into SPSS for analysis. Having edited data processed and analyzed by computer using SPSS 16 soft

ware. Under analysis; descriptive statistics and frequencies computed. Focus Group Discussion (FGD) and observation methods in this study were used as a triangulation to verify or check the preciseness of the data collected from questionnaires.

1.4 Community Needs Assessment Findings

The findings from the Community Needs Assessment in MWAKUDA group are presented below based on the methods and type of data collection.

1.4.1 Questionnaire

Through the questionnaire the researcher managed to get information on personal particulars and general views on various issues regarding economic assessment. Descriptive statistics were used to describe the numerical attributes of respondents such as age, literacy, occupation, dependants, monthly income etc.

1.5 CAN Findings

1.5.1 Age of Respondent

Respondents were considered in study are poultry keeping for sustainable livelihood for MWAKUDA women group in Pugu Bombani, Ilala district Dar es salaam, findings are presented in Table 1 show that most respondents (45.0%) were age of 41-59 year compared to the 26-40 years age of respondents (37.5%) followed by (15.0%) of an over 60 years and lastly is 18-25 years of respondents (2.5%). The study finds that most of the members of the community who engage themselves in poultry are from 18 years to over 60 years. The age group above 45 years observed to be few in the working class in this community.

Table 1: Age of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	1	2.5	2.5	2.5
	26-40	15	37.5	37.5	40.0
	41-59	18	45.0	45.0	85.0
	Over 60	6	15.0	15.0	100.0
	Total	40	100.0	100.0	

Source: Field Surveyed Data, (2014)

It was revealed that most of the survey respondents were aged between 41-59 years (45%) followed by those aged between 26-40 years (37.5%). This shows that majority were adults and of the productive age and can conduct income generating schemes towards cushioning the prevalent income poverty of poultry keeping.

1.5.2 Marital Status of Respondent

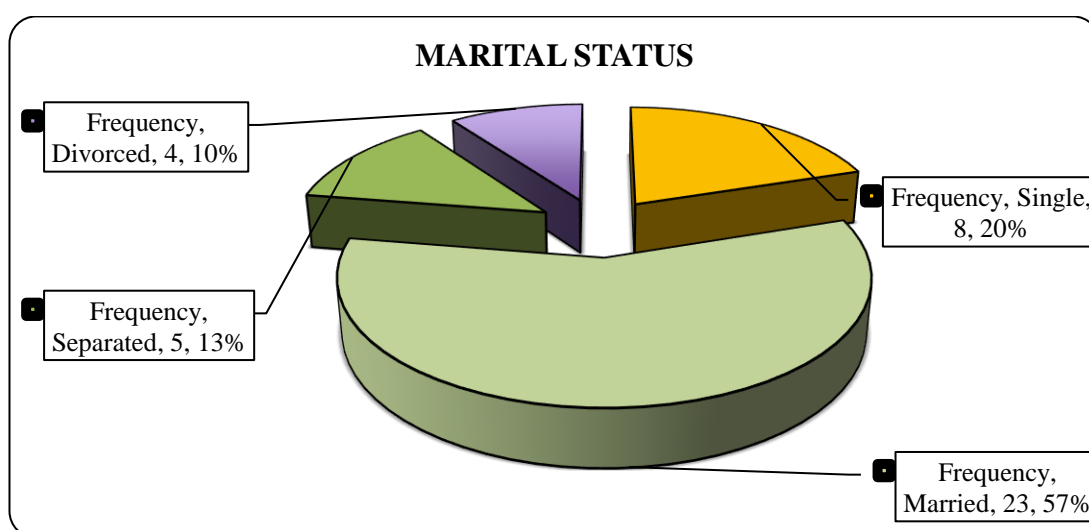


Figure 1: Marital Status

Source: Field Surveyed Data, (2014)

According to Figure 1, majority of the survey respondents comprised of the married category (57.0%), singles were (20 %) and separated respondents (13.0%). This indicates that, majority of the respondents were people with family responsibilities with a number or dependants; hence operating an income generating activity have a great importance.

1.5.3 Education Level of the Respondent

Table 2: Education Level of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Primary	22	55.0	55.0	55.0
	Secondary	15	37.5	37.5	92.5
	Others	3	7.5	7.5	100.0
	Total	40	100.0	100.0	

Source: Field Surveyed Data, (2014)

Majority of the survey respondents comprised of those with primary education category (55%), those with secondary education comprised of 37.5% and respondents with other education categories were 7.5%. This indicates that, majority of the respondents were people with primary education followed by secondary education. Hence the need for upgrading is inevitable.

1.5.4 Occupation of the Respondent

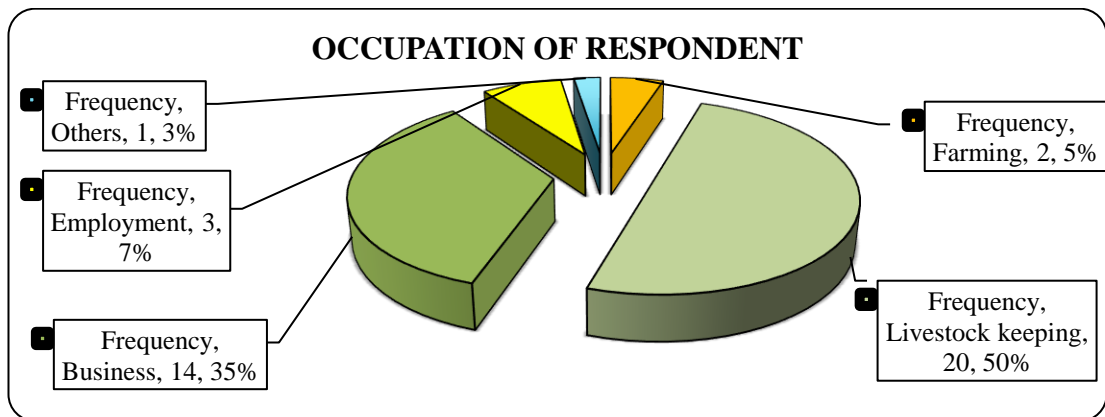


Figure 2: Occupation of the Respondent

Source: Field Surveyed Data, (2014)

The largest proportional of the members 50% are keeping livestock as their income generating activity, followed by 35% are operating various businesses and other members are performing farming activities, or employed and other activities. The findings generally show that majority of this community depend much on livestock keeping whereby they have skills and knowledge in place for this activity.

1.5.6 Major Community Problem

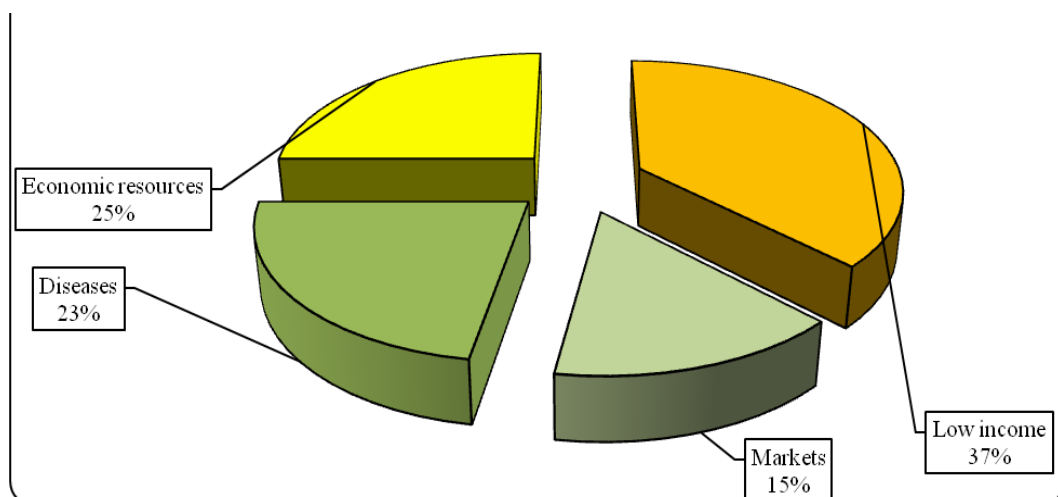


Figure 3: Major Community Problem

Source: Field Surveyed Data, (2014)

Figure 3, findings show that statement of agree that community has low level of income (37.0%) and inaccessibility to economic resources of poultry production participation (25%) followed by community face the differences diseases (23.0%), and compare to only (15.0%) on limited knowledge in access market in poultry business participation. This implies that in most cases, there are ineffective entrepreneurship in education level, financial constraint, gurantee and training to enables individuals create to own businesses rather than seeking employment in any organization. It was revealed the major community problem is low income by lack of economic resources, diseases and markets within that area. Hence there is great need of introducing an economically viable income generating activity for livelihood improvement.

1.5.7 Rearing Chicken at Home

Table 3: Rearing Chicken at Home

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	40	100.0	100.0	100.0

Source: Field Surveyed Data, (2014)

The Table 3 shows that all respondents (100%) rear chicken at their homesteads. In view of that all respondents showed a major interest in rearing chickens as a group in order to gain more knowledge and skills for livelihood improvement. The study reveals that feed costs have a major impact on the profitability of the poultry farm operations. The high cost of feed is directly related to high productivity in this industry as many farmers can afford for keeping supplementing chicken diet.

1.4.8 Number of Chicken Owned

Table 4: Number of Chicken Owned

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5-10	10	25.0	25.0	25.0
	11-50	11	27.5	27.5	52.5
	51-100	15	37.5	37.5	90.0
	101 and more	4	10.0	10.0	100.0
	Total	40	100.0	100.0	

Source: Field Surveyed Data, (2014)

In addition, respondents agree for 100% interest in rearing chickens at home for the chicken egg and meat demand of urban consumers. Therefore, free-range chickens have an important role in economic and nutritional needs of the Tanzanian people especially in the Dar es Salaam areas.

The Table 4 shows that 10% of the respondents own more than 101 chickens whereas 37.5% of the members own between 51 and 100 chicken followed by 27.5% of members who own between 11-50 chicken while 25% own between 5 and 10 chicken. This shows very few who own a substantial number of chickens while majority need to boost the number chicken owned if they want to economically viable.

1.4.9 Major Owner of Chicken

Table 5: Major Owner of Chicken

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Woman	34	85.0	85.0	85.0
	Man	6	15.0	15.0	100.0
	Total	40	100.0	100.0	

Source: Field Surveyed Data, (2014)

The Table 5 shows that women are the major owners of the chicken in the households and they take predominant position in that as they constitute 85%, while men constitute 15% of respondents who own chickens in that area. This is an indication that women have more interest in rearing chickens than men; hence a chicken project run by women is expected to be sustainable. This study highlighted the possibility and significance of increased chicken farming as an important means to utilize female labor in increasing family income and prosperity.

For example the participation of women in different aspects of daily life in Bangladesh is strongly affected by social, cultural, and religious norms such as seclusion, segregation, and veiling of women in public. These restrictions impose a limitation on the mobility and participation of women in outdoor work. As a result, they are reluctant to work in crop fields. A potentially valuable contribution from the women workforce is thus squandered away. Small-scale broiler farming, however, is usually conducted in the backyards of dwellings, which offers women good working conditions, since most of the farms are established around their homestead. Men are mainly involved in broiler house repairing, inputs purchasing, outputs selling, communicating with

buyers, cleaning (Das et al, 2008). Raising chickens at home for broiler meat has become increasingly popular. It is a means of producing high quality nutritious chicken meat.

1.5.10 Major Use of Chicken and Eggs

Table 6: Major Use of Chicken and Eggs

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Income for domestic expenditure	16	40.0	40.0	40.0
	Source for food	14	35.0	35.0	75.0
	Savings	10	25.0	25.0	100.0
	Total	40	100.0	100.0	

Source: Field Surveyed Data and Computations, (2014)

It was revealed that 40% of the respondents said that chicken and eggs are major source of income for domestic expenditure followed by 35% who indicated that they are the source for food and lastly 25% said they are source of savings.

1.5.11 Sales Outlets of Chicken and Eggs

Table 7: Sales Outlets of Chicken and Eggs

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Individual	20	50.0	50.0	50.0
	Hotels and Bars	17	42.5	42.5	92.5
	Supermarkets	3	7.5	7.5	100.0
	Total	40	100.0	100.0	

Source: Field Surveyed data and Computations, (2014)

The Table 7 shows that 50% of respondents said that their major sales outlets are the individuals followed by 42.5% of respondents who said their major outlets are hotels

and bars while 7.5 % of respondents said their major sales outlets constitute supermarkets. Interview of that it shows there is a ready market for these chicken products.

1.5.12 Average Monthly Income

Table 8: Average Monthly Income

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than Tshs. 39,999	1	2.5	2.5	2.5
	Tshs 40,000 - 89,000	5	12.5	12.5	15.0
	Tshs 90,000 - 99,000	14	35.0	35.0	50.0
	More than Tshs 100,000	20	50.0	50.0	100.0
	Total	40	100.0	100.0	

Source: Field Surveyed data and Computations, (2014)

The Table 8 shows that 50% of the members earn income more than Tshs. 100,000/= followed by 35% members who get between Tshs.90, 000-99,999/=:, 12.5% of the group members earn between Tshs.40, 000/= -89,000/= and only 2.5% earn less than Tshs.39, 999/=per month. These shows that the average income earned by most members is not enough for them to support their families hence a need of additional income is arising so as to meet household expenditures and other expenses such as health services, school fees, safe water, clothing and good shelter. As they have attended business management and entrepreneurship training from MKUBWA programme. They highly need to improve their income individually and group wise.

1.5.13 Attendance of Entrepreneurship Training

Table 9: Attendance of Entrepreneurship Training

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	38	95.0	95.0	95.0
	No	2	5.0	5.0	100.0
	Total	40	100.0	100.0	

Source: Field Surveyed Data and Computations, (2014)

The Table 9 shows that 95% of the respondents had ever attended the Entrepreneurship and Business Management Training while only 2% of the respondents had never attended such training. However this shows that most of the respondents are knowledgeable and can run businesses efficiently and effectively.

1.5.14 Residence of the Chicken

Table 10: Residence of the Chicken

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Chicken House	40	100.0	100.0	100.0

Source: Field Surveyed Data and Computations, (2014)

The Table 10 shows that 100% of the respondents said that they keep their chickens in a specially built chicken house while alternatives are completely not used for that matter.

1.5.15 Major Problem in Rearing Chicken

Table 11: Major Problem in Rearing Chicken

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diseases	22	55.0	55.0	55.0
	Predators	14	35.0	35.0	90.0
	Thieves	4	10.0	10.0	100.0
	Total	40	100.0	100.0	

Source: Field Surveyed Data and Computations, (2014)

The Table 11 shows that 55% of the respondents indicated that the major problem in chicken rearing is outbreak of diseases followed by 35% who indicated predators as a major problem and 10% indicated that thieves are the major problem. Hence chicken drugs and vaccinations are vehemently required in the area.

1.5.16 Treatment of Chicken

Table 12: Treatment of Chicken

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Scientific method	37	92.5	92.5	92.5
	Traditional method	3	7.5	7.5	100.0
	Total	40	100.0	100.0	

Source: Field Surveyed Data and Computations, (2014)

The Table 12 shows that 92.5% said they treat their chicken by scientific method while 7.5% of the respondents said that they use traditional methods in treating chickens.

1.5.17 Availability of Veterinary Services

Table 13: Availability of Veterinary Services

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	38	95.0	95.0	95.0
	No	2	5.0	5.0	100.0
	Total	40	100.0	100.0	

Source: Field Surveyed Data and Computations, (2014)

The Table 13 indicates that 95% of respondents said that there is availability of veterinary services in the area while only 5% of the respondents indicated that there were no veterinary services. However to a larger extent the area has substantial veterinary services.

1.6 Participants Observations

Under this method, the primary data collected by looking or observing physically on the phenomena under study and gathering more information on the conditions, facilities and services available. In this case, chicken houses, chicks and folks, equipments, record books and physical development activities prevailing in the poultry farm observed and photographed. In other words, the researcher was able to come in touch with the reality of poultry keepers in these communities.

From the researcher, it was realized that most of these women are housewives who (they are taking care of their children, sick and at the same time operates small businesses). So it gave out the wide range of trying to understand which type of economic activity these women can perform at such situation. Also most of these women are married hence the support from their spouse is highly needed. Moreover some of them have chicken at their home places, so turning this to an enterprise was easy as they use their entrepreneurship knowledge gained from MKUBWA programme and gain more income for their sustainable livelihood.

1.7 Focus Group Discussion

This method was very useful in collecting data/Information by using small groups of 7 participants. Under FGD participants get chance to discuss on various issues

pertaining in their group and strategies to overcome income poverty in their community. Discussion facilitated by the researcher by using arranged checklist/guiding questions, which facilitated the research to arrange and conduct the discussion in logical order. However, FGDs helped in verifying (triangulation process) data/information collected from other methods.

1.8 Community Needs Prioritization

During community Needs Assessment conducted between March and April 2014 a number of community needs were mentioned, observed and noted and eventually were prioritized in order to come up with one most pressing need which required to be addressed through a project which had to be designed by major stakeholders. Preferential ranking (ranking by voting) technique was applied in prioritizing the needs and this allowed the researcher to determine quickly the major needs or issues of the community and enabled the priorities of different individuals to be easily compared. The major community needs/concerns are as indicated in the table below. The results of preferential ranking exercise based on prioritized needs were as indicated here under.

Table 14: Community Needs Prioritization by Pair Wise Ranking

	A. Poultry Production for High Income Generation	B Horticultural Activities in Green Houses	C Dairy Cattle Keeping	D Fish Farming in Earthen Ponds	Score	Rank

A Poultry Production for High Income Generation		A	A	A	3	1
B Horticultural Activities in Green Houses	B		C	B	2	2
C Dairy Cattle Keeping	D	D		D	4	4
D Fish Farming in Earthen Ponds	D	C	C		1	3

Source: Participatory Survey, (2014)

In this study, the researcher used two approaches in order to establish the community priorities in addressing their needs, these includes priority being one of the question in sample survey and theme in focus group discussion. Secondly, brainstorming session was organized in four areas of the study in order to analyze, discuss and set priorities for the community under the assessment.

The community need prioritization was done using pair wise ranking method. Pair wise ranking is a structured method for ranking a small list of items in priority order. It helped to prioritize a small list and make decisions in a consensus-oriented manner. From the focus group discussion it was ranked as the general problem in the community is poverty and followed by unemployment and it was highly recommended in the focus group discussion on self-employment and small business. Respondent

were asked which types of small business do they prefer, the first highest percentages of the respondents are poultry farming, fish farming in earthen ponds, dairy cattle keeping and horticultural activities in green houses for high income generation. The CED student used pairwise method of prioritization to identify the most appropriate project for the community, see the Table 18.

And as discussed on focus group discussion, the recommended need to a solution is poverty and unemployment in the area. Therefore, recognizing the disparity between the food needs of the Pugu ward and the limited funds potentially available and unemployment, the CED Student, in coordination with appropriate MWAKUDA group and stakeholders including the community members, have created a process to prioritize poultry farming project. This is due to the following reasons and benefits;

- (i) Employment Creation and Ownership: This project is the culmination of the Facilitator's plan to involve farm workers in the development, management and shared ownership of the chicken broiler houses.
- (ii) Addition supplementary jobs would be created with increased economic activity associated with support services to the agri-industry, processing and secondary products. There is substantial contract work associated with broiler farming activity, thereby creating secondary employment in the broader local economy.

For example:

- (a) Broiler house Construction Company;
- (b) Transport company delivering chicks to the farm;
- (c) Company providing the broiler house bedding;
- (d) Contracting company to collect the manure;

- (e) Contract washing and disinfecting company.

1.9 Conclusion

The data provided from the Community Needs Assessment Survey and described in this report can be very helpful to MWAKUDA group and the community surroundings. It provides excellent baseline information upon which to begin the self-study process for accreditation as well as some considerations for strategic planning. The community views the poultry farming favorably but it appears to want more information and to be more involved with poultry farming. More effective communication with the community will help to develop a greater awareness of poultry farming and more community support. It is advisable to continue to monitor some of the findings of this report through formal assessment processes.

Consequently the community unanimously agreed that high Income among community members was the major community need/concern and poultry production was ranked as number one intervention to address the above need. Greenhouse horticultural activities was cited as the second need in an attempt to raise their income, followed by fish farming in earthen ponds was the third preference and last was dairy cattle keeping as one of the intervention initiative for higher income generation to the community.

The community observed and had in mind that their main concern is having an income generating activities, which could be addressed through establishment of poultry production scheme so as to meet the basic socio-economic obligations and thus

improve their livelihoods. The scheme will have three components; chicken rearing, chicken feed production and marketing of the live chicken, meat, eggs and feeds.

CHAPTER TWO

PROBLEM IDENTIFICATION

2.1 Background to Research Problem

This chapter examines the various community needs which had been identified during the Community Needs Assessment conducted in Pugu bombani that seemed to be the most pressing community problems and were prioritized to be addressed by a development project which was unanimously agreed and designed by all major stakeholders.

Pugu bombani community is facing a number of problems, which were identified when conducting Community Needs Assessment. The priority needs were observed through

participatory assessment and the adoption of preferential ranking (ranking by voting) was used to prioritize the needs, which negatively affect the community. The exercise was conducted using the focus group discussions and the low income among members of Pugu Bombani in Ilala Municipality was seen as the most grinding problem.

2.1.1 Problem Tree of Low Income

The Figure 4 depicts the major problem that was identified through preferential ranking during Community Needs Assessment, which was conducted during March and April 2014. Low income among community members was choose as most grinding issue. The major causes were (i) lack of income generating activities which has led to prevalent unemployment women members (ii) lack of Business Development services resulting into lack of business knowledge and skills (iii) conditional micro financing which hamper most of the community members to access the loans and this results to inaccessibility to microcredit due to stringent loan conditions.

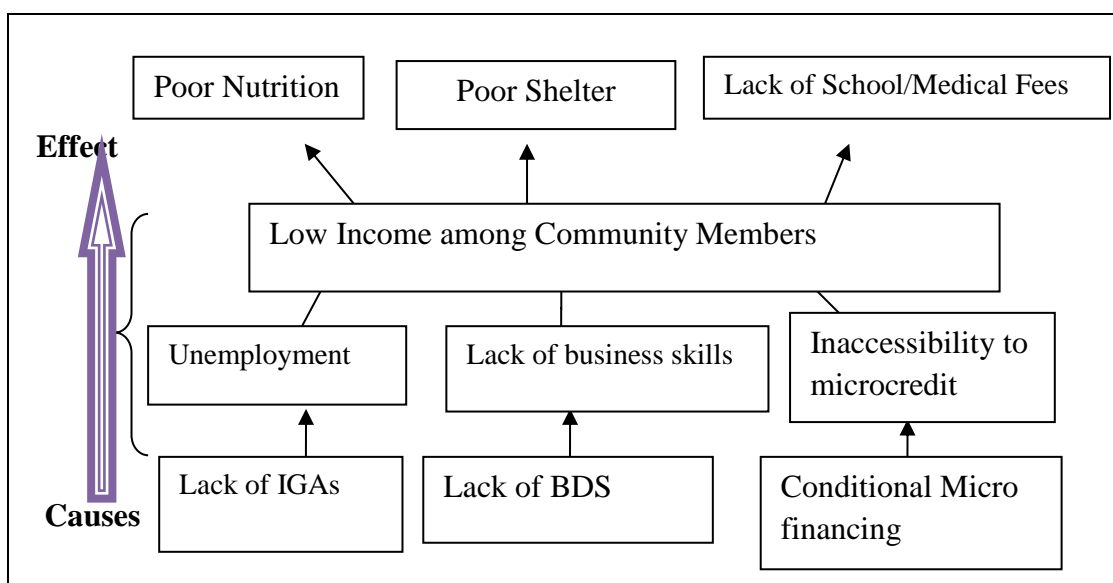


Figure 4: Problem Tree of Low Income among Community Members

The effects of the above causes (i) Poor Nutrition among members of the community, which leads to rampant malnutrition (ii) Poor shelter which has to poor living conditions among women members (iii) Lack of school/medical fees which lead to poor school attendance for children and inadequate medical attendance respectively. In Tanzania agriculture sector is the driving force of the country's economy although there untapped other economic activities which have to be utilized to enable people get their necessities of their life; therefore, the need to develop it is of paramount importance for food production, poverty reduction and growth in other sectors.

Statistics indicate that about 17 million people in Tanzania – about half of the country's human population live below the poverty line of USD 0.65 per day (URT, 2001). According to Tanzania Human Development Report of 2003, reveal that the situation in rural poverty has not improved over the years and about 39 percent of districts were reported to be food insecure. Government recognizes that higher and sustained agricultural growth in Tanzania is a critical imperative in any effort to achieve significant reductions in overall poverty levels.

The current assessment indicates that at least for food security Tanzania has been able to reduce food poverty in both urban and rural areas. Poverty has declined more in the major urban cities such as Dar- es Salaam from 28.1% in 1992 to 16.2% in 2007 and less in rural areas from 40.8% in 1992 to 37.4% in 2007. The phenomenon arguably points to the reality that the registered growth in the agricultural sector has not been translated into better standard of living of the rural population. Tanzania is lagging behind in its progress towards its targets in reducing poverty, food security and

achieving the MDG target of halving poverty by 2015 (MAFSC, 2008).

It is recognized that achievement of the broad set of MDGs goals including growth, reduction in food security and accelerating poverty reduction would require acceleration of growth and in particular rural economic opportunities. This project sets out to review the contribution of poultry to smallholder livelihoods economically, as well as socially and culturally and to smallholder household food security.

2.2 Problem Statement

Tanzania is an emerging economy with high growth potential. Whilst the economy is relatively diversified, a number of opportunities remain untapped in many sectors including agriculture. Poultry farming has been given importance in the national policy and a number of Poultry development schemes have been implemented successfully, with the financial assistance and support of the central governments and poultry corporations. As a result, considerable progress has been made in broiler production during the '80s and '90s. High quality chicks, equipment, vaccines, medicines and market infrastructure are now available in our country.

Technical and professional guidance and training are being provided through many institutes. The management practices have improved the incidence of disease and mortality has reduced now. But in recent times, commercial poultry farming has been caught in a crisis. As per the views expressed by many in the industry, there has been surplus production, a decline in prices, a large price spread, an increase in the cost of production due to high feed costs, and a decline in profits. But these inferences are not

based on scientifically conducted studies. In fact, systematically conducted studies examining the above said aspects in Tanzania are limited. Also, while drawing such inferences the possibilities of export and import of poultry meat are not taken into consideration, (MAFSC 2008).

On the other hand, subsidies provided to the poultry industry in Tanzania are limited. Therefore, it may be difficult for the Tanzania poultry industry to compete in the international market. In this connection, a project of the production and cost aspects of broiler meat assumes importance. Realizing the importance of promoting the poultry industry in the country, proposed a project to examine the contribution of poultry farming in Pugu bombani community.

2.3 Project Description

The project is about Poultry keeping for sustainable livelihood. The case of MWAKUDA group, Pugu bombani, Pugu ward, Ilala Municipal, Dares Salaam Region is a participatory local project aimed at improving the productivity of poultry at Pugu bombani. Chickens have the potential to contribute greatly to food security and income generation especially to poor women. Poultry keeping was identified during community needs prioritization and was ranked as a priority income generating activity also a feasible project for the Pugu bombani community, given the fact that formal employment opportunities are limited in the area.

Poultry rearing in Pugu Bombani and rural Tanzania in general is a natural practice. For decades local chickens have been reared in almost every household (Katabange and Katule, 1989; Melewas, 1989). Even the poorest of the poor have chickens and at

times they are given as gift when relatives visit each other. To date, local chickens continue to act as an immediate source of income for vulnerable individuals in a community especially among women and children. Traditionally, within the African culture, chickens belong to a woman hence can easily be sold without discussion with the male who are household head of the family.

MWAKUDA members in an effort to fight against income poverty to improve their livelihood through preferential ranking have decided to establish poultry keeping project at group level and latter scale up at individual house hold level. The community decided to establish the project, which they realized that they have time, ability and resources. They could not start other projects like cattle or goat keeping due to inadequate resources and lack of technological skills. However it has been observed that diseases, predators, feeding, low genetic potential, entrepreneurial and business management skills and knowledge, limited access to credit and appropriate marketing strategies limit or inhibit the productivity of this sector. However they gave caution to the presence of New Castle Disease (mdondo or kideli), which sometimes wipes out or invades chickens hence might compound to low project productivity and sustainability.

The survey on contemporary management of poultry keeping in Pugu Bombani was specifically conducted to understand the current poultry keeping practices and hence formulate the best management practices meant for productivity improvement in the area. Feeding is a major concern and the nutrient intake of scavenging chickens varies from place to place according to the seasons, the crops grown and the natural vegetation available. Although they require low levels of inputs, chickens contribute

significantly to food security, poverty reduction and ecologically sound management of natural resources (Gueye 1998).

In developing countries poultry keeping of indigenous chickens is regarded as an important livelihood opportunity for the poor households, economically as starter capital, as a means to recover from disasters, as an accessible protein source and for income and exchange purposes, and socio-cultural for mystical functions, hospitality and exchange of gifts to strengthen social relationships (Aklilu 2007) Chickens are regarded as a walking bank by many families and are often sold to meet emergency cash needs (Moreki et al 2001). Field visits were conducted to assess activities like housing, feeding and water supply to the chickens. In most cases, this method was conducted with key informants' discussions on the merits and demerits of the various activities and the project was judged to be viable and feasible to be established in the area.

2.3.1 Target Community

The project is meant to serve and improve the livelihood opportunities of the community members of Pugu bombani, Pugu ward, Ilala Municipal, Dar es Salaam Region. Poultry keeping has the potential to contribute substantially to food security, income generation, health and nutritional status especially to poor rural women and youth.

The first target group is the 40 members of MWAKUDA based in Pugu Bombani and is the host organization which would implement the project and secondly latter on the project would be scaled to other group members and residents of the village and even

other areas in Pugu bombani. The 40 members have been sensitized and trained and would utilize local resources to attain their objectives. The direct beneficiaries would benefit from better health and living standard through income from the improved management of chickens.

2.3.2 Stake Holders

Stakeholders are people affected by or can influence the impact of an activity/project. They can be individuals, groups, community or an institution. Stakeholder groups are made up of people who share a common interest such as an NGO, or community. Such groups often contain many sub groups. These subgroups may be affected by the project in different ways and some sub groups may have a lot more influence on the impact of the project than others. The following stakeholders were jointly identified by the members of MWAKUDA and they are the major players who have a stake or interests in this project include (i) Ward Livestock Extension Officer. (ii) MCED student. (iii) Poultry and chicken vendors. (iv) Feeds, equipment suppliers and veterinary drug shops for (vaccines, preventive and curative drugs). (v) Consumers.

In other words the above stakeholders are the means by which the project objectives could be met rather an end in them. The stakeholders are very vital in the process of the poultry microenterprise development scheme for the group. The stakeholders have been identified during project planning stage to avoid project risks of failure. The Ilala Municipal Council would be proud of the project outcomes that are in line with government poverty reduction strategies and the Millennium Development Goal number one that of eradicating extreme poverty and hunger “reduce by half the

proportion of people living on less than one US dollar a day and those who suffer from hunger” (Mulwa, 2008).

a) Stakeholder analysis

It is a useful tool for identifying stakeholders and describing the nature of their stake, roles, and interest and it helps to:

- (i) Improves people understanding of the needs of those affected by the problem
- (ii) Reveal how little we know as outsiders, which encourages those who do know to participate
- (iii) Identify potential winners and losers as a result of the project
- (iv) Reduce or hopefully remove potential negative project impact
- (v) Identify those who have the rights, interests, resources, skills and abilities to take part in, or influence the course of the project
- (vi) Identify who should be encouraged to take part in the project planning and Implementation
- (vii) Identify useful alliances which can be built upon
- (viii) Identify and reduce risks, which might involve identifying possible conflicts of interest and expectation among stakeholders so that conflict is avoided.

It is done when possible projects are identified and is reviewed at later stages of the project cycle to check that the needs of the stakeholders are being adequately addressed.

Table 15: Analysis of Stakeholders

Stakeholder	Roles of the stakeholder	Concerns	Expectations	Assumptions
MWAKUDA Group	Key project implementers	Income poverty reduction and improved socio-economic status of the community	Contribute to improved community livelihood opportunities of the village	Positive cooperation among members
Ward Livestock Extension Officer	Provide advisory and extension services to project including monitoring and backstopping	Community empowerment on poultry production and management	Improve poultry production performance through extension and advisory services	Continued project support for sustainability
Government institutions like VIC and VLC	Production of vaccines for chickens, provision of technical expertise, disease surveillance in case of outbreak	Higher poultry productivity due to mortality reduction	Contribute to more productivity and improved livelihoods	Continued supply of vaccines and drugs
Chickens vendors	Sell and distribute chickens	Profit maximization from sale of chickens and eggs	Constant availability of chickens and eggs	Increased demand of chickens and eggs
Consumers	Buy and consume chickens	Availability of chickens and eggs at the right time, place, price, quality and quantity	Improved health and nutritional status	Stable price and no chicken disease outbreak
CED Student	Provide technical assistance through training and advisory services	Achievement of outputs, specific objectives and overall project goal	Improved productivity for chickens to ensure maximum yield	Good cooperation among major stake holders

Source: Field Survey Data and Computations, (2014)

2.4 Project Goal

The overall goal is to improve Pugu bombani community livelihoods at household level by increasing income, employment opportunities, health and nutritional status and food security through poultry keeping.

2.5 Project Objectives

The project anticipates achieving the following objectives:

- (i) Sensitize and Train 40 Mwakuda members on Business Management by September 2014
- (ii) Acquire Plot and construct chicken house for poultry production for

MWAKUDA members by October 2014

- (iii) Improve employment opportunities and income to 40 Mwakuda members through Poultry production by February 2015

2.6 Host Organization

The host organization for this project is the Community Based Organizations (CBO) called MWAKUDA; based at Pugu bombani, Ilala Municipal, Dar es Salaam Region. It was established on 2014 by 40 founder members of which all are women and are in the process of registration. For effectiveness and efficiency, the group has its own leaders who are Chairperson, Secretary and the Treasury. Over the group leadership there is a Project oversight committee, which oversees the project implementation and advises the group leadership on how best the project can be implemented to archive the required objectives. The Project Oversight Committee is made up with group leaders and other three selected members from other Organizations, which make five members of the Project oversight Committee.

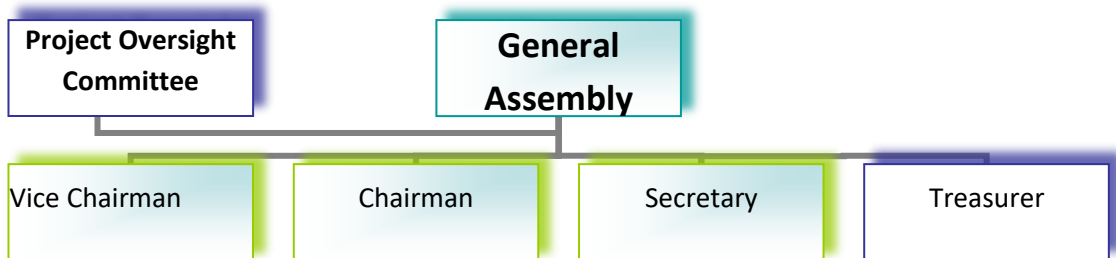


Figure 5: Organizational Structure of MWAKUDA

2.6.1 Vision of the Host Organization

A Catalyst in facilitating women participation in social economic development through enterprise development.

2.6.2 Mission of the Host Organization

Mwakuda intends to become a model Organization in empowering women to ensure household income sustainability. Their willingness to generate capital, invest together and work as a team is a greatest asset for the MWAKUDA and the community. Therefore group leaders have been motivating members to desired goals.

2.6.3 Objectives of MWAKUDA

- (i) Increase women income and employment through the poultry keeping business
- (ii) Changing women mind set through entrepreneurship skills training
- (iii) To conduct other development activities in order to foster increasing income and employment opportunities and promoting high level of women participation in economic activities by using locally available materials.
- (iv) To create awareness to women and community in cross cutting issues such as gender issues, women rights, reproductive issues and fistula.
- (v) To cooperate with other organizations of the similar nature within and outside Tanzania in conducting and implementing various activities and programmes beneficial to the needy people of Pugu bombani.

2.6.5 SWOT Analysis of MWAKUDA Group

This Table depicts in depth information of Mwakuda on the available opportunities that can help during the intervention of the project. It also determines the strengths, weaknesses and the challenges facing the Organization as illustrated below:

Strengths	Weaknesses	Opportunities	Threats
(i) Availability of land for poultry activities,	(i) Lack of funds ,	(i) Adequate labor force within the area,	(i) Rapid population increase,

(ii) Experienced women in poultry farming, (iii) Well defined organization structure, (iv) Women are eager to learn, (v) presence of indigenous chicken, (vi) Improved infrastructure, (vii) development spirit built among group members	(ii) hired premises for poultry keeping (iii) Poor entrepreneurial skills among members, (iv) lack of tap water.	(ii) Proximity to town market, (iii) Farmers eager to learn and adopt, (iv) Existence of financial credit institutions near to the ward, (v) Connection to other business networks (vi) Existence of NGOs (vii) Committed leadership.	(ii) Urban expansion into farm land, (iii) pest and diseases, (iv) HIV/AIDS and other pandemic (v) Culture and taboos, (vi) Policy changes, (vii) Unfavorable terms of credit, (viii) Drought.
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CHAPTER THREE

LITERATURE REVIEW

3.1 Introduction

This chapter explores a review of the literature on the issues pertaining to livelihood opportunities through poultry production as documented and conducted by other people. Review of the existing literature, professional journals and research papers

normally provides essential data and information. The objective was to gather information from the theoretical literature where definitions of key concepts have been given and describes the theory behind poultry production. Whereas the empirical literature review focused at portraying how other related projects in other parts of Africa and Tanzania were implemented and lessons learned and observed out of these projects. While policy review focused at searching the national policy review and institutional framework in Tanzania.

However the other major reasons for conducting the literature review included.

- (i) To find out what information, if any, was available on how similar projects have been conducted to avoid duplication.
- (ii) To find out whether knowing the available information helps to improve the project intervention.
- (iii) To know what other people have surveyed on and what remains to be done and the existing gap this needs to be filled by the study.
- (iv) To know if studies on related projects indicated difficulties that might be encountered in doing the intended project.
- (v) The chapter concludes by providing the summary on identified research gaps pertaining to poultry sector in general and challenges to poultry production in particular.

3.2 Theoretical Literature Review

3.2.1 The Concept of Women Empowerment

Empowerment and women empowerment in particular, is one of the momentous issues of contemporary development policies in developing countries (Chaudhry and Nosheen, 2009). Empowerment is a complex concept, which may vary between cultures, persons, sexes, occupations and positions in life. Additionally, men and women may have different views on empowerment in general and women's empowerment in particular (World Bank, 2002). Empowerment is defined as “a process by which those who have been denied the ability to make strategic life choices acquire the ability to do so” (Kabeer, 1999). While choices entail the opportunity of having alternatives, different choices have miscellaneous impacts on the people's life. Strategic life choices are those that are necessary for one to live the way one wants, such as: choice of livelihood, use of contraceptives, whether and who to marry and whether to have children.

Efforts to empower women, especially those involved in agricultural based livelihoods, focus on improving production and productivity as well as linking smallholder farmers to agricultural markets. Such efforts in Tanzania are being implemented through farmers field school approaches, collective action approaches and value chain approaches (URT, 2006; URT, 2010b; Barham and Chitemi, 2009; Mnenwa and Maliti, poultry keeping 2010). Women empowerment in the context of value chains entails change in gender roles and relations in order to enhance women's ability to shape their lives (Laven *et al.*, 2009). Development interventions such as

value chain development and changes in economic structures may result into changes in gender roles, relations and empowerment.

The importance of women empowerment in development cannot be exaggerated. For example, it is argued that women's empowerment is important for reasons of both principle and pragmatism (Oxfam GB, 2005; Oxfam, 2011; KIT *et al.*, 2012 it is the right thing to do because women have the same rights as men, but it is also a necessary thing because it will make the world a better place where to live and help many countries to attain human development. Empowering and investing in rural women has been shown to significantly increase productivity, reduce hunger and malnutrition as well as improve rural livelihoods, not only for women, but also for everyone (Wallerstein, 2006; KIT *et al.*, 2012). Furthermore, women empowerment is ranked third in the Millennium Development Goals (MDGs), and it endeavours to promote gender equality and empower women. Nonetheless, many developing countries in the world are yet to achieve this important goal (URT, 2010a).

According to Basu and Basu (2001), women are less empowered compared to men in many aspects such as: education attainment, income, control over own income, bargaining power in selling their own produce and labor, participation in decision making bodies, and access to production inputs and employment opportunities. Throughout the world, Governments, NGOs and development organizations are concerned with women empowerment, and different strategies such as gender mainstreaming in development projects have been tried to enable women to challenge their subordinate position and oppressive situation in their families and societies. Tanzanian women, especially those from rural farming communities" households,

have less access to and control over assets and resources, information and decision making than men (URT, 2010b). Therefore, to empower them, various measures should be taken to address gender inequalities, especially in areas where most of them derive their livelihoods.

In Tanzania women are deprived socially and economically compared to men. Inequalities in men and women triumph in education, health, employment opportunities, control over assets and income, and participation in political process that make women disadvantaged and less empowered; this limits the country's ability to achieve its full potential (URT, 2010b). To improve the status of women, the Government has taken various measures to address gender inequalities by incorporating gender perspectives in policies, strategies and programmes as reflected in national policies and institutional frameworks like Tanzania Development Vision (TDV) 2025, National Strategy for Growth and Reduction of Poverty (NSGRP I and II); National Women and Gender Development Policy (2000), and National Strategy for Gender Development (NSGD) (2005).

Generally, women empowerment in Tanzania has improved in terms of parity and access to education whereby (the net enrolment at primary school is 95.9%) and in political participation. The proportion of women representatives in the parliament has reached the NSGRP target of 30% (URT, 2010a). Women empowerment has also been found to improve through participation in micro-credit schemes and small and medium enterprises (SMEs), for example in the food processing sectors (Makombe, 2006) and in small agricultural projects under the Participatory Agricultural Development and Empowerment Projects (PADEP) (URT, 2010c).

Many efforts to empower women at household and community levels have focused on raising women status through education, training, access to health, and family planning services as well as legal counseling. Politically, efforts have been made to increase women's representation in decision making organs such as setting quota for women political posts (URT, 2010a). Economically, the most popular strategy, especially since the 1990s, has been to involve women in microfinance programs and help them acquire capital needed in production (Malhotra, 2002). In recent years there has been renewed attention on efforts to empower women involved in the agricultural sector, which employs the majority of rural people.

The efforts include mobilizing rural women in producer and marketing groups for easy access to production inputs, extension services, training on increasing production per unit area as well as facilitating market access by smallholder farmers, men and women (URT, 2006). In order to improve market access by smallholder farmers, the Government and NGOs in Tanzania, as it is in many other developing countries, have adopted value chain approach as a holistic pro-poor approach to address constraints that smallholder farmers encounter.

3.2.2 The Concept of Sustainable Livelihood

Livelihoods can be defined as “a means of gaining living”, which refers to the way of living rather than income and consumption alone (Stroud, 1996; Avnimelech, 1998; Chambers and Conway, 1991). A livelihood comprises people, their capabilities and activities for means of living, including assets (tangible and intangible). Tangible assets are resources and stores, and intangible assets are claim and access

(Avnimelech, 1998). Afterwards, several researchers used this definition with minor modification (Carswell, 1997; Scoones, 1998). The theory of livelihood encompasses not only the income generating activities pursued by a household and its individuals, but also entails the social institutions, intra-household relations, and mechanisms of access to resources through the life cycle (Ellias, 2000; Arce, 2003).

Chambers and Conway (1991:5), argued that sustainable livelihoods concept is based normally on the ideas of capabilities, equity, and sustainability, each of which is both end and means. A livelihood provides the support for the enhancement and exercise of capabilities (an end); and capabilities (a means) enable a livelihood to be gained. Equity must include adequate and decent livelihoods for all (an end); and equity in assets and access are preconditions (means) for gaining adequate and decent livelihoods. Sustainable stewardship of resources is a value (or end) in itself; and it provides conditions (a means) for livelihoods to be sustained for future generations.

The sustainable livelihoods idea was first introduced by the Brundtland Commission on Environment and Development as a way of linking socio-economic and ecological considerations in a cohesive, policy-relevant structure. The 1992 United Nations Conference on Environment and Development (UNCED) expanded the concept, especially in the context of Agenda 21, and advocated for the achievement of sustainable livelihoods as a broad goal for poverty eradication. It stated that sustainable livelihoods could serve as an integrating factor that allows policies to address development, sustainable resource management, and poverty eradication simultaneously (UNDP, 1997).

Livelihoods are studied and analyzed because these provide holistic information that can reveal how, and why people survive (or fail to survive) difficult times so as to reduce vulnerability. Many development agencies have adopted the livelihood concept as central to their development strategies and activities with further minor modifications (Gupta, 1992). Most of the discussion on sustainable livelihood so far has focused on rural areas and situations where people are farmers or make a living from some kind of primary self-managed production.

Chambers and Conway (1992), provided the standard definition of sustainable livelihood which state that “livelihood comprises the capabilities, assets (stores, resources, claims and access) and activities required for a means of living; a livelihood is sustainable which can cope with and recover from stress and shocks, maintain or enhance its capabilities and assets, and provide sustainable livelihood opportunities for the next generation; and which contributes net benefits to other livelihoods at the local and global levels and in the short and long term while not undermining the natural resource base”. On this definition various international agencies like DFID, CARE, OXFAM, IDS team and the United Nations Development Program base their livelihood approaches (Carney et al., 1999).

3.3 Empirical Literature Review

Jeckoniah (2013) conducted a study in Tanzania titled value chain development and women empowerment in Tanzania with the intention of examining the impacts of women participation in onion value chain development activities on their empowerment. The study was conducted in Simanjiro District and adopted a cross-

sectional research design. Qualitative and quantitative data were collected using focus group discussions, key informant interviews and household surveys whereby 402 women of whom 207 (51.2%) were participants in the onion value chain development activities and 195 (48.5%) were non-participants. Finding of his study revealed the predictors of women empowerment in the chain to be: marital status, education level, age at first marriage, land ownership, access to credit and participation in onion value chain ($P < 0.05$).

A study conducted by Kossman (2008) titled micro-finance and empowerment from a woman's perspective with the intention of examining the effect of micro-finance on the empowerment of women in Bangladesh Interviews with female participants from SUPOTH are therefore used as the main empirical data. The findings show that when women start saving money, and work with small businesses, their practical needs are fulfilled. The strategic needs of women are however not fully met through micro-finance, particularly within the area of household work, where traditional gender roles seem to prevail. Thus, it can be concluded that that women are not fully empowered through micro-finance, but still undergo tremendous progress, both individually and community-wise.

West (2008) conducted a study titled does employment empower women? An analysis of employment and women's empowerment in India with the intention of explores the relationship between women's empowerment and employment in India. The results of his study suggest that working is important to empowerment and that women who work have a greater likelihood of higher empowerment than those women that do not, but that the strength of the relationship varies by empowerment indicator. Findings

from his study also reveal that women in certain occupations have a greater likelihood for empowerment and that various employment characteristics are associated with some of the indicators of empowerment.

Adisa and Akinkumni (2012) conducted a study titled participation of women in poultry production as a sustainable livelihood choice in Oyo state, Nigeria a multi-stage procedure was used to select the two hundred and forty four (244) women poultry producers involved in the study. A structured questionnaire duly pre-tested and validated was used to elicit information from the respondents. Data collected were analyzed using descriptive statistical tools like frequency counts, percentages, means, and standard deviation and ranking while chi-square (χ^2) and correlation analysis were used to test the hypothesis. The results showed that women participates more in production (94.5%) and marketing activities (95.9%) but participated less in processing (27.4%). The results also revealed that most women that participated in commercial poultry production are literate (71.2%), fell within 31-40 years of age (46.6%) and of high income status (87.7%) received above N300, 000 per year.

3.4 Policy Review

Structural adjustment programmes have resulted in changes in agricultural/livestock trade and exchange rate policies and the re-definition of the role of public and private sectors. The Government of Tanzania has committed itself to carrying out major reforms in the agriculture and livestock industry.

The goal of the Ministry of Livestock Development Involves (a) Creating an enabling environment for the participation of the private sector in livestock production,

marketing, processing, input supply and distribution and credit (b) Development of appropriate agricultural infrastructure (c) Provision of adequate extension services, research (including diagnostic process), and training. The Ministry of Livestock Development has been left with a core of key functions such as monitoring, planning, regulating and promoting the livestock industry. The agricultural and Livestock policy of (1997) was in line with the ongoing reforms and redefined the roles of public and private sectors. The key elements of this policy are:-

- (i) To encourage livestock sector growth through private sector based initiatives in the industry.
- (ii) To encourage increased exportation of livestock products, to increase foreign exchange earnings
- (iii) Market information and market monitoring, quality control, promotion of institutional structures.

The government policy on poultry development includes the following:-

- (i) Government priority will be given to the development of traditional flocks, to exploit their potential for alleviating poverty, enhancing income for women and improving family nutrition.
- (ii) Government will encourage private commercial poultry production in areas with attractive markets. However small holder commercial poultry units will be encouraged in areas with adequate input suppliers, marketing facilities and support services.

- (iii) Improve the productivity of poultry in the traditional sector; Rhode Island Red breeding stock will be encouraged in the rural areas to upgrade indigenous poultry.
- (iv) Government will encourage the establishment of poultry processing plants by private entrepreneurs.
- (v) Government will encourage the establishment of poultry farmers association.
- (vi) Government will privatize all public hatcheries and farms and
- (vii) Besides enforcing hatchery regulations the government will provide animal health extension and advisory services and monitoring of disease outbreak.

The planned project is in congruent with the United Republic of Tanzania Agriculture and Livestock policy of 1997 and the new National Livestock policy of 2006. The indigenous poultry sector is the largest contributing about 70% of the flock, which supply 100% of the poultry meat and egg up taken in rural areas and 20% of the poultry meat and eggs consumed in urban areas. Normally are kept in the backyard or in the house, let out in the morning and locked in during the night.

The average carcass weight is between 0.6 and 1.2 kilogram, egg production is between 40 and 60 eggs per annum whereas chicken layers start laying eggs when they are 22 weeks and produce eggs for up to one year during which time they will lay between 250 – 280 eggs. Broilers weigh 1 to 1.5 kg within two months. All these birds are kept by smallholder farmers with flock sizes ranging from 10 to 30 birds per household. It is not known exactly when indigenous birds were introduced but we think they are as old as mankind in Tanzania.

The traditional poultry keeping offers the potential for a quick increase in productivity but the sector is affected by the following constraints.

- (i) Low productivity. Due to low genetic potential, predators, disease and poor management.
- (ii) Poultry diseases such as New Castle Disease (ND), fowl typhoid, fowl cholera, infectious coryza, etc, cause heavy mortality and reduced production.
- (iii) Poor quality poultry feeds greatly limit their productivity and adversely affect the quality and quantity of Day Old Chicks (DOC).
- (iv) Poor extension, advisory and technical support services.
- (v) In adequate credit facilities (particularly lack of collateral).
- (vi) Limited research services. There is a need to enhance and expand research programmes undertaken to develop the sector.
- (vii) Lack of organized marketing and processing. There is no organized marketing and slaughtering of poultry.
- (viii) In adequate regulatory framework in hatcheries and breeding farms.

There are other relevant policies pertaining to or are part and parcel of the livestock sector.

- (i) The presidential circular No. 1 of 2002 (focuses on regulated animal movements for controlling animal diseases).
- (ii) The empowerment policy.
- (iii) The investment policy. Investments in the public sector aim at creating an

enabling environment to facilitate investments by the private sector. Broadly investments in the public sector include inter alia, infrastructure, agriculture extension, research, policy formation and regulatory functions. In order to facilitate foreign and domestic investors, the government has set up the Tanzania Investment Centre.

- (iv) The Land Policy 1995 regulates the land tenure system whereby livestock owners should be allocated land so as to restrict uncontrolled animal movements.
- (v) The Environment Management Policy (aims to control environmental degradation).

There are also a number of other global policies that poultry development is seeking to elaborate and implement. They include the National Trade Policy of 2003 and the Livestock stakeholders Resolutions of 2001. The vision of the livestock industry as stated by the Livestock stakeholders in April 2001 is that by year 2025, there should be a livestock sector which to a large extent shall be commercially run, modern and sustainable, using improved and highly productive livestock to ensure food security, improved income for the household and the nation which is conserving the environment.

The cornerstone of Tanzania's policy, since its independence, has been to pursue egalitarian and self-reliance. Over the last two decades, this policy has gone through various alterations with increased attention being given to poverty eradication which led to the preparation of PRSP and Tanzania Development Vision (TDV) 2025. Based on these long term visions, the government is now implementing the Agricultural

Sector Development Strategy (ASDS) and the Rural Development Strategy (RDS) and the National Strategy for Growth and Reduction of Poverty (NSGRP or MKUKUTA – the Kiswahili acronym) as major vehicles for the implementation of poverty reduction plans and programs to realize the MDGs. Since poverty is entrenched in rural areas the primary objectives of these two strategies are to stimulate growth of the rural economy by building on gains achieved at the macro level and to empower the rural poor to overcome poverty by enabling them to gain greater access to land, water, financial resources and markets.

Poultry keeping is an integral part of the country's rural economy and improvements in farm incomes through increased chicken production is considered as a prerequisite to the reduction of rural poverty and food insecurity. In most developing countries the increasing demand for animal protein in low and middle income bracket provides an opportunity for the rural poor to improve their livelihoods. However the nature of livestock farming is determined by policy and institutional frameworks that rarely favor the poor (FAO 2008).

FAO of the United Nations launched the Pro Poor Livestock Policy Initiative (PPLPI) in 2001 to facilitate and support the formulation and implementation of livestock related policies and institutional changes that have a positive impact on the world's poor. The initiative addresses four thematic areas, which articulate the role of livestock in household, community and national economy; political economy of livestock sector related policy making; markets and standards which are key determinants of the balance between subsistence and market oriented production.

The livestock services which constitute a wide variety of basic inputs to livestock production such as feeds, drugs, health services, credit and insurance which are often not accessible to poor livestock keepers. The current or the existing policy enforces the point that livestock development is particularly important as means for poor rural household to benefit from trends towards poverty reduction and nutritional improvement in both rural and urban economic growth (FAO 2001).

3.4 Literature Review Summary

The performance of the poultry industry is still low. This is mainly due to low growth rates, high mortality rates, low reproductive rates and poor quality of the product. Modest improvement of these production coefficients coupled with adding value through processing could significantly increase output and income from the livestock industry. The country lacks a sound poultry policy, long term poultry research plans, coordination among the relevant Government organizations, scientists and poultry producers and organized poultry marketing systems.

A disorganized marketing system which prevails in Tanzania is increasing the improvement of the present marketing systems for poultry meat and eggs is a prerequisite for both products, retailers and sellers which is regulated by the relevant authority may help prevent undue exploitation of small farmers. Since poultry meat and eggs are perishable, it is important that special attention is paid to the collection, storage and transportation of these produces. The qualities of almost all commercial feeds being sold is lower than the requirements of the poultry leading to the low performance of the chickens. There should be testing of the quality of the feeds and

raw materials to eliminate this problem. There is a range of simple improvements in flock husbandry and management, which could make a huge positive impact to the productivity of a small household village chicken flock.

Measures such as improved housing, protection against predators, chick feed supplementation, chicken selection, hatching, more effective disease control and management of flock size in accordance with the size of the Scavenging Feed Resources Base (SFRB) can be taken. The focus here is on the flock itself, particularly in improving the productivity of individual chickens through better management of brooding, culling of less productive or non-living chickens, the harvesting of eggs in excess of flock requirements and turn off at the most appropriate time.

Training on better rearing techniques aimed at transforming indigenous chicken sector from conventional subsistence activity into a commercial business is also of paramount importance. Ultimately, it is important to develop a national poultry policy to strengthen poultry production as it is sector geared at scaling down poverty levels among underdeveloped communities by providing employment and income for small holder producers. Never the less poultry is only briefly referred to in the livestock policy of 2006.

CHAPTER FOUR

PROJECT IMPLEMENTATION

4.1 Introduction

This chapter provides details of the whole process of the project planning and implementation by showing outputs at each intervention, which intends to realize the set objectives. Planning phase included activities undertaken, resources deployed as well as the time bound for the project accomplishment. The budget to accomplish the project has also been indicated. The chapter also shows different stakeholders who participated in the project and their commitments to ensure that the project is well implemented.

Among the commitments made are from the Ward Livestock officer for technical support and training which includes poultry keeping, facilitating the selection quality chicken for eggs and proper cross breeding procedures without losing much of the indigenous chicken traits. Normally indigenous traits provide the potential and marketability of chickens. Mary Keraryo who provided the premise for the business worth Tzs 2,400,000/=, Tanzania Gatsby Trust contributed Tzs 1,720,000/= for provision of all the training and monitoring activities of the project implementations. MWAKUDA are owners of the project thus are the main project implementers therefore their contribution was inform of cash Tzs 5,649,000/=, labour force and human resources for daily execution of the project. All group members participated in the process involved in establishment and management of the poultry scheme. Individual members of the group were then encouraged to establish similar schemes at their household levels. Contribution of the Researcher was to facilitate training and advice in the project management, planning, collaboration with various development

partners, implementation and ensure participatory monitoring and evaluation of the planned activities.

It was planned that by March 2015 the project would accomplish its activities except Monitoring and Evaluation of the ongoing project activities. The planned project output is sustainable livelihood to MWAKUDA members achieved through poultry keeping in terms of clothing, shelter, food security and savings to cater for other socio-economic obligations such as health, education, utilities and recreational activities. In the long run the group planned to make their own feeds and buy the incubator so that they produce their own chicks. This was found to be more applicable as respondents acknowledged that poultry keeping is among the economic activities that are not done in a proper way due to space and lack of skill and knowledge among the group members.

4.2 Project Outputs

During project implementation period it was anticipated to achieve the following outputs out of the planned activities

- (i) 40 MWAKUDA members sensitized and trained on poultry keeping, entrepreneurship, business development and technical skills by September 2014.
- (ii) Safe premise for poultry keeping are secured for MWAKUDA members by October 2014.
- (iii) Income and employment opportunities improved and poverty reduction efforts enhanced through improved chickens keeping.

4.3 Project Activities

In order to realize the goal of the project which is to improve Pugu bombani livelihood and household level by increasing income, employment, health and nutritional status and food security through poultry keeping. The planned activities were as it is indicated in the Table 16.

Table 16: Planned Activities

Objective	Output	Activities
1. Sensitize and train 40 MWAKUDA members on chickens' husbandry, entrepreneurship and business development skills by September 2014.	1.1 Five days training on how to Improved business and technical skills	1. Prepare training manuals, venues, budget 2. Organize training
	1.2 40 MWAKUDA members attended the training	1. Outsource facilitators
		2. Conduct training
2. Facilitate 7 MWAKUDA members on securing premises for poultry farm establishment	1. One stakeholders Meeting held with MWAKUDA members	1. Identify stakeholders 2. Organize Stakeholders meeting
	2. Tshs 5.0 million collected	1. Prepare project Budget 2. Consult stakeholders to contribute on secure premises
	3. Poultry farm established	1. Arrange for Procurement procedure of supplementary feeds, drinkers, equipment, improved chicks and vaccination.
		3. Consult the Livestock extension expert
3. Improve income and employment opportunities	1. Contract at least three whole sale buyers for Chicken and Eggs	1. Identify potential large scale buyers of chicken and eggs 2. Negotiate with chicken and eggs buyers
	2. MOU with two whole sale signed	1. Consultation meetings with the wholesale enterprises
4. Maintain project transparency and Accountability	1 Participatory project Monitoring and Evaluation reports	1 Prepare M&E Plan
		2. Conduct M&E
		3. Prepare reports

4.3.1 Project Implementation Plan

This is the central component in the project development process. The project planning involved the identifying activities, assigning project activities, developing timeframe for each activity, assigning responsibilities and lastly assessing the resources, facilities and equipments and other services needed for implementation. For MWAKUDA group the project was planned to be implemented from October 2014 to September 2015.

That was the time where by the researcher was implementing the project together with the community. A clear responsibility sharing among the project stakeholders had ensured smooth implementation of the project activities. Time and effort invested in the specific step guaranteed the success achieved, therefore identification of project activities were carried out in a participatory way keeping in mind that community ownership of the project is vital as some of the activities need both human and financial resources. Under this project the host Organization (MWAKUDA group) participated fully from the planning phase to the implementation of the project at every activity. The project implementation executed under the implementation plan as it is well indicated in Table 17.

The main activity under the implementation was coordination of the activities, supervision as well as monitoring and evaluation. Project monitoring allowed the project flexibility on the undertaken activities to ensure smooth implementation of the project and that activities are done as per plan. The implementation ensured that activities were carried accordingly to the prepared implementation plan without many diversions. Following the plan under Table 17, log framework in Table 18 and the project budget in Table 19 among the major activities in the project include coordination of the project and ensure enhanced community participation in the project intervention and undertaking participatory monitoring and evaluation for the implementation of the project. The MCED student contribution was in facilitating training and advice in project management, planning, collaboration with various development partners, implementation and ensure participatory monitoring and evaluation of planned activities.

Table 17: Project Implementation Plan

Specific Objective	Output	Activities	2014				2015								Resources needed	Person Responsible
			1	2	3	4	5	6	7	8	9	10	11	12		
1.Provision of business management and technical training to 40 MWAKUDA members	1.Five days training on how to improve business and technical skills	1. Prepare training manuals, venues, and budget.													Stationeries, resource person	CED student, Business management expert and LWEO
		2. Organize training													Stationeries, teaching aids-materials	Trainer, MWAKUDA,LWEO
	1.2 40 MWAKUDA members attended training	1.Outsource facilitators													Human ,funds and Transport	CED student LWEO
		2.Conduct training													Human, Funds, Stationeries	Trainer, MWAKUDA,LWEO
2.Facilitating 7 MWAKUDA members on securing premises for poultry farm establishment	1.One stakeholders Meeting conducted	1.Identify stakeholders													Human resources and time	Project Committee , Trainer, CED Student
		2.Organize meeting													Human, funds, transport & time	Project Committee
	2.Asum of Tzs5.0 million collected	1. Prepare project Budget													Human, Stationeries and time	Project committee, CED Student
		2.To Collect funds from Stakeholders													Human, time	M&E Officer
	3.Poultry farm established	1.Arrange for Procurement procedures-Chicks and Equipments													human , funds	LWEO , &Project Committee and MWAKUDA
		2.Consult the Technical expert on livestock													Human and time	MWAKUDA and CED student
3. improved income and employment opportunities	1.Contract at least three whole sale buyers of chicken and eggs	1. Identify large scale buyers of Chicken and eggs													Human ,Transport	Project Committee, LWEO, CED Student
		2.Negotiate with chicken and eggs buyers													Human fund and stationeries	Host Organization and Project Committee
	2. MOU with three whole sale signed	1.Consultation meetings with the wholesale enterprises													Human ,Transport	Project Committee, LWEO
4.To maintain project transparency and Accountability	1.Participatory Project M&E Reports	1.Prepare M&E Plan													Human ,Funds and Stationeries	Host Organization
		2.Conduct M&E													Human , M&E Plan and Funds	Host Organization, stakeholders, LWEO
		3. Prepare Reports													Human &Funds	M&E Officer

4.2.2 Logical Framework

This is analytical tool which is used to plan, monitor and evaluate projects. Its name has been derived from its logical relationship set by planner so as to bring about a connection between project means and its ends. The framework that has been used is sometimes known as four by four matrixes. It consists of vertical logic which shows the hierarchy of objectives known as narrative summary. It describes arrangement of objectives logically. It starts with goals followed by objectives, outputs and activities.

The Matrix allowed the planner to arrange objectives in logical order by asking simple questions such as what objectives are needed to achieve this goal?; what output are expected to realize objectives and what activities should be done to realize outputs?.After the question on the output the last variable which is not necessarily to be within the matrix is what inputs are needed to undergo the planned activities?

The horizontal logic shows the progress against each objective. That mean it shows indicators and its mean of verifications as well as external factors which might hinder the fulfilment of the assumptions. Most of the time in planning; killer assumptions have to be avoided and encourage positive assumptions to show that objectives can be achieved. Therefore killer assumptions need to be nullified /changed before committing any resources.

Table 18: Project Logical Framework

Narrative summary	Indicator	Means of verification	Assumption
Goal (Impact) Sustainable livelihood of Pugu bombani community through poultry keeping project.	MWAKUDA members household income poverty status	Sales reports Household survey data and observation reports	Willingness to disclose their economic status
Objective 1 To sensitized and trained 40 MWAKUDA members on poultry husbandry, entrepreneurship and business development skills by September 2014			
Output 1.1 Five days training for Improvement of business and technical skills conducted	i)Volume sales, revenue and profit ii)Number of chickens kept in the chicken's house. iii) Number and frequency of vaccinations iv) Quality of chicken	i)Project performance reports ii)Training evaluation questionnaire iii)List of participants iv)Payments for the venue and stationeries v)Receipts of vaccines and drugs procured.	MWAKUDA members committed and self motivation to acquire skills on poultry keeping
Output 1.2: 40 MWAKUDA members attended training	Changes in poultry keeping modalities	i)Attendance register ii)Baseline and end line surveys iii)Training evaluation reports	MWAKUDA member will attend the training
Activities			
1. Prepare training manuals ,venues, budget	Both business and technical training Manuals in place	i)Signed Contracts	1. Contracted Qualified consultants 2. Funds availability
2. Outsource Experts (Facilitator)	i) Expert from recognized BDS provider Institution and Veterinary Officer from the Municipal Council executed the training	i)Training Reports	MWAKUDA Members will attend the training.
3. Organize training	i)No of days attended the training ii) 40 MWAKUDA participants trained	i)Training reports ii)Training, evaluation questionnaires	women successfully imparted knowledge and skills on the project
Objective 2: Facilitating 7 MWAKUDA members on securing premises for poultry farm establishment			
Output 2.1 One stakeholders Meeting held with MWAKUDA member	Five stakeholders attended the meeting i.e. Banks, Ward extension Officers, Regulatory authorities	Minutes of the meeting	Positive response from the stakeholders to attend the meeting
Output 2.2 . Tshs 5.0 million collected	3,000,000 contributions from MWAKUDA members while 2.0 million is contributions from the stakeholders.	Funds Solidity report	Willingness of stakeholders to contribute for the project.
Output 2.3 Poultry farm established	Building in place with Chickens	i)Land renting agreement ii)Project progress report	Community cooperation towards renting of the chickens' house and funds availability.

Narrative summary	Indicator	Means of verification	Assumption
ACTIVITIES			
1 .Identify stakeholders	Number of stakeholders consulted	List of stakeholders attending the meeting	Willingness of Stakeholders attended and contribute
2.Organize meeting	Five stakeholders attended the meeting	Meeting Report	The meeting successful attended
3. Prepare project Budget	A budget Of 5.0 million prepared	Project Budget Report	Well prepared budget
4.Collect funds	A total of 5.0 million collected	Fund soliciting Report	Effective measure of collecting funds
5. Arrange for Procurement procedure of supplementary feeds, drinkers and equipment, chicks and vaccinations	i) Receipts in place ii)Availability Supplements ,drinkers, Quality chicks feed iii) Number of chicks	Record in the business transaction book	Availability of items from buyers and Chicks from the supplier
6.Consult Technical expert on livestock	i) Number of visits to the project	Technical Reports	Close supervision from ward Livestock department
Objective 3: Improved income and employment opportunities through chickens keeping by March 2015			
Output 3.1 At least three whole sale buyers of chicken and eggs were contracted	i)Two from Buguruni Market and I from Kisutu Market	Market report	Positive response from whole sale buyers
Output 3.2: MOU with three whole sale signed	i)List and names of wholesale buyers	Marketing report/plan	Willingness of buyers to Meet MWAKUDA for business talk
Output 3.3: Increased income and women employment opportunities and livelihood improved.	(i)Number of people whose income has positively changed. (ii)Number of women employee contracts.	(i)Records availability. (ii)List of extra employment opportunities created.	Project well conducted and records properly kept.
Activities			
1. .identify, link and negotiate with large scale egg buyers	i) Negotiation agreement of three buyers in place ii) minutes of the meeting	Marketing report, sales record	Marketing plan in place and Marketing activities properly conducted.
2.signing contract with buyers	3 signed contracts in place	Marketing report	Both parties agreed the term and conditions
Objective 4: To maintain project transparency and Accountability			
Output1:Participatory project Monitoring and Evaluation reports	Number of monitoring trips Number of evaluations conducted	Monitoring reports available Evaluation reports	-Monitoring and Evaluation conducted as scheduled -M&E experts availability
Activity1:.Prepare Monitoring and evaluation plan and tools	Monitoring and evaluation tools and plan in place	Monitoring and Evaluation Report	Willingness of project committee to participate in the M&E plan preparation
Activity 2: Conduct M&E	Participatory M&E	M&E Report	M and E conducted as scheduled

4.3.3 Project Input

To ensure smooth project implementations, various inputs were employed for carrying out activities; which are financial (both self financed and external), material (equipment, facilities) and human (project team, partner organization) resources and services. Normally are supposed to be stated in specific and measurable terms. The consolidated details on inputs/resources are as shown below in the following table.

4.3.4 Staffing Pattern

MWAKUDA members have never thought or attempted to employ any paid staff due to lack of funds. The project is running under the leadership of group led by the Chairperson who chairs meetings, representative of the group in various meetings and the chief spokesperson of the group. The Secretary is presumed to be the chief executive of the group and is responsible of running the day-to-day group duties including project supervision and keeps all group and project records in a required form/style. The treasurer keeps all group and project financial records.

Moreover, members are responsible with implementation of day-to-day activities jointly and most often on rotational basis. Ward Livestock Extension Officer played a pivotal role in running the project by providing the necessary extension and advisory services on general poultry keeping business, which necessitated increase in productivity.

The CED student concentrated more on entrepreneurial and business development skills to group members and also provided some advisory services with regard to some technical issues. In future the group planned to recruit a permanent qualified poultry

attendant to manage and take care of the project and would increase the number of staff depending on scaling up and sustainability of the project.

4.3.5 Project Budget

This was developed after preparing project implementation plan, which indicated activities, time frame, resources/inputs and responsible people. In the specific context of development activities, ‘budget’ means a financial budget that is a document, which spells out the entire financial aspects of a project including the amounts earmarked for specific items. In other words the detailed project financial budget is prepared after preparing a project document. One of the prerequisite for the preparation of a financial budget is a complete work plan. It is prepared by converting the physical resource requirement into financial terms and taking into account the time at which the different resources are required and therefore the time at which the corresponding funds are needed. Therefore the estimated project budget for the project was Tzs 9,769,000/=. Of which a sum of Tzs 5,000,000/= was facilitated by suppliers and Stakeholders. And lastly, the host group (MWAKUDA) did finance the remaining balances and other operational costs. The detailed budget has been shown in Table 19.

Table 19: Project Budget

Objectives	Output	Activities	Resources /input	Quantity	Unity Price	Total (Tzs)
1.Provision of business management and technical training to 40 MWAKUD A members	1.Five days training on how to improve business and technical skills	1. Prepare training manuals, venues, and budget.	Stationeries	3 Rims	8,000	24,000
			Expert Per Diem	3	60,000	180,000
			Fuel (Litres)	10	2,000	20,000
		2. Organize training	Marker pen	1 box	10,000	10,000
			Venue	5	40,000	200,000
			Refreshments	40	2,000	80,000
			Hand outs	40	1,000	40,000
			Per diem	2	30,000	60,000

Objectives	Output	Activities	Resources /input	Quantity	Unity Price	Total (Tzs)
	1.2.40 MWAKUDA members attended training	1.Outsource facilitators	Fees	5	60,000	300,000
		2.Conduct training	Note books	40	1,000	40,000
			Pens	1 box	12,000	12,000
			Flip Chart	2	7,000	14,000
			Marker pen	1 Box	15,000	15,000
			Facilitator	5 Days	60,000	300,000
			Refreshments	40	2,000	80,000
2.Facilitating 7 MWAKUD A members on securing premises for poultry farm establishment	1.One stakeholders Meeting conducted	1.Identify stakeholders	Refreshment	10	10,000	100,000
		2.Organize meeting	Fuel	10 litres	2,000	20,000
			Project document	8	7,000	56,000
	2.Asum of Tzs5.0 million collected	1. Prepare project Budget	Stationeries	Lump sum	15,000	15,000
			Refreshments	5 pax	2,000	10,000
		2.To Collect funds from Stakeholders	Fuel	40 Litres	2,000	80,000
	3.Poultry farm established	1.Procurement procedures-Chicks and Equipments	Stationeries	Lump sum	30,000	30,000
			Fuel	50 litres	2,000	100,000
			Refreshments	5pax	5,000	25,000
			Rent premise	1	2,400,000	2,400,000
			Equipments	Lump sum	1,500,000	1,500,000
			Chicks (Cokerels&Pull ets)	1,000	2,000	2,000,000
		Vaccinations and Feeds	Lump sum	1,500,000	1,500,000	
		2.Consult the Technical Expert on Livestock	Fees	5 times	60,000	300,000
3.Improved income and employment opportunities	1.Contract at least three whole sale buyers of chicken and eggs	1. Identify large scale buyers of Chicken and Eggs	Time	0	0	0
		2.Negotiate with chicken and eggs buyers	Participants transport	5	10,000	50,000
	2.MOU with three whole sale signed	1.Consultation meetings with the wholesale enterprises	Refreshments	5	2,000	10,000
			MoU Forms	3	5,000	15,000
	4.To maintain project transparency and Accountability	1.Participatory Project M&E Reports	1.Prepare M&E Plan	Stationeries	Lump sum	5,000
Man time				3	60,000	180,000
2.Conduct M&E			Allowances	5	20,000	100,000
3. Prepare Reports			Allowances	3	20,000	60,000
Total						9,769,000

4.4 Project Implemented Activities

This section provides a description or narration of actually implemented project activities by end of March 2015. The implemented activities were among those which were planned during project design phase. Appropriate remarks have also been given to show the project status quo. Many of the planned activities were actually implemented as reflected in the time frame of the implementation plan table.

4.4.1 Project Implementation Report

The project implementation commenced on September 2014 for undertaking preliminary stages of the project as it is elaborated in table 24 which is project implementation plan and Gant chart; The responsible person for smooth implementation of the project were the CED Student, Tanzania Gatsby Trust and the selected group members from the MWAKUDA group. The project was implemented in the participatory way, which involved different stakeholders. The approach was very usefully as it gave way for the participants to get the experience from one another and how to undergo successful project implementation so as to ensures project sustainability.

Moreover, close monitoring was conducted by members together with leaders. The CED student has to participate in the monitoring exercise in collaboration with the group monitoring team. The project also ensured that funds were disbursed as per plans to facilitate the smooth implementation and encourage transparency. As those tasks were achieved in a collaborative way as it involved a number of players. It was revealed that the MWAKUDA members, their income has effectively improved and was able to sustain their lives.

Evaluations activities started prior the project commencement to assess and help in detecting the project feasibility and viability. Moreover intermediate evaluation was carried on to see whether project activities are carried on as planned, as it allowed the flexibility of activities and suit the prevailed situation of implementation so as to realize the predetermined objectives and goals. Evaluation activities was undertaken in term of pre-evaluation which helped to detect the project feasibility and viability, intermediate evaluation to see whether the project activities are carried as planned. However monitoring and evaluation allowed flexibility of activities to suit the prevailing business situation.



Figure 6: CED Student Discussing with MWAKUDA Women on how to Acquire Premises after Training

The practica training on how to make feeds was well conducted .Women were able to prepare feeds for their chickens.



Figure 7: Training on How to Make Feeds During the Technical Training



Figure 8: Training on How to Prepare Vaccinations for Chicken by Veterinary Officer



Figure 9(a): Chicks for the Group



Figure 9(b): Chicks for the Group

4.4.2 Project Implementation Gantt chart

This was prepared to simplify the intervention process and indicate series of activities to be performed to ensure that all planned activities are implemented as planned. Gantt chart shows the list of activities and the time to be implemented. Therefore it shows Objectives, Expected outputs and the activity.

Table 20: Project Implementation Gantt Chart

Specific Objective	Output	Activities	2014				2015							
			9	10	11	12	1	2	3	4	5	6	7	8
1.Provision of business management and technical training to 40 MWAKUD A members	1.1.Five days training on how to improve business and technical skills	1. Prepare training manuals, venues, and budget.												
		2. Organize training												
	1.2 40 MWAKUD A members attended training	1.Outsource facilitators												
		2.Conduct training												
2.Facilitating 7MWAKU DA members on securing premises for poultry farm establishment	1.One stakeholders Meeting conducted	1.Identify stakeholders												
		2.Organize meeting												
	2.Asum of Tzs5.0 million collected	1. Prepare project Budget												
		2.To Collect funds from Stakeholders												
	3.Poultry farm established	1.Arrangefor Procurement procedures-Chicks and Equipments												
		2.Consult the Technical expert on livestock												
3. improved income and employment opportunities	1.Contract at least three whole sale buyers of chicken and eggs	1. Identify large scale buyers of Chicken and Eggs												
		2.Negotiate with chicken and eggs buyers												
	2. MOU with three whole sale signed	1.Consultation meetings with the wholesale enterprises												
4.Tomaintain project transparency and Accountability	1.Participator y Project M&E Reports	1.Prepare M&E Plan												
		2.Conduct M&E												
		3. Prepare Reports												

Table 21: Project Implementation Gantt Chart

Specific Objective	Output	Activities	Implementation Status	Reasons for not implemented/deletion
1.Provision of business management and technical training to 40MWAKUDA members	1.1.Five days training on how to improve business and technical skills	1. Prepare training manuals, venues, and budget.	Training manual in place with five modules in business training and 3 in technical training , budget for training was prepared Tzs 598,000/=	
		2. Organize training	Training Organized	
	1.2 40 MWAKUDA members attended training	1.Outsource facilitators	Expert from CBE was contracted and conducted the training	
		2.Conduct training	40 Women attended the training	
2.Facilitating 7 Mwakuda MWAKUDA members on securing premises for poultry farm establishment	1.One stakeholders Meeting conducted	1.Identify stakeholders	Banks, NGO, Ward Livestock extension Officer	
		2.Organize meeting	Stakeholders meeting Organized and conducted	
	2.Asum of Tzs5.0 million collected	1. Prepare project Budget	A budget of 5.0m was prepared	
		2.To Collect funds from Stakeholders	A sum of 2,600,000 was Collected	
	3.Poultry farm established	1.Arrange for Procurement procedures- Chicks, Vaccination, feeds and Equipments	Feeders100,drinkers 100,Cockerels-900, Pull 100,feeds,Vaccinations ,all worth Tzs 5.0m purchased and collected	
		2.Consult the Technical expert on livestock	Ward livestock Officer Consulted for training and how to set up the farm	
3. improved income and employment opportunities	1.Contract at least three whole sale buyers of chicken and eggs	1. Identify large scale buyers of Chicken and Eggs	Three buyers identifies -2 for chicken and 1 for Eggs	
		2.Negotiate with chicken and eggs buyers	Negotiation done	
	2. MOU with three whole sale signed	1.Consultation meetings with the wholesale enterprises	Done and contracts are in the process of being signed	
4.Tomaintain project transparency and Accountability	1.Participatory Project M&E Reports	1.Prepare M&E Plan	M&E has been prepared	
		2.Conduct M&E	Baseline survey data have been collected and part of monitoring data have been captured ,but the annual evaluation has not yet conducted but the	Annual M&E will be conducted when the project will take off.
		3. Prepare Reports	Not yet	This will be done after the end line evaluation.

CHAPTER FIVE

PROJECT PARTICIPATORY MONITORING, EVALUATION AND SUSTAINABILITY

5.1 Introduction

The chapter gives details about the participatory monitoring, evaluation and sustainability for the Women Empowerment through poultry keeping for Sustainable Livelihood project conducted by MWAKUDA Group at Pugu Kajiungeni, Pugu ward, Ilala District, Dares Salaam Region. The first section is about Participatory monitoring which literally is a systematic and continuous, sometimes periodic collection of data as specified in the related indicator of a specific activity/action planned in a project.

The second section concerns Evaluation which is a process of gathering and analyzing information in order to determine if the project has been implemented according to planned objectives and activities and the extent to which the project has achieved its stated objectives and the overall project goal.

Therefore, monitoring and evaluation is a selective and periodic exercise that attempts to objectively assess the overall progress and value of the project and it uses the information gathered through monitoring and is carried out at particular point in a project cycle. The third and last section is about Project Sustainability is the ability of the project to generate the required results after the project has come to an end or after the project sponsors have finished their duty of financing or providing technical assistance to the project.

5.2 Participatory Monitoring

The objective of conducting participatory monitoring was to compare the progress of actually implemented activities with those in the original plan. It was done by analyzing the current situation, identifying problems and finding solutions to problems, keeping project activities on schedule. Participatory Monitoring method is the major tool and approach in all levels of monitoring. Monitoring was done throughout the period of implementing project activities which includes sensitization and training for Mwakuda on entrepreneurship and technical training, procedure on acquiring the poultry premises, collection of funds for project equipments, feeds, chicks and vaccination procurement etc.

A number of monitoring tools were developed to capture both quantitative and qualitative information/data. It was done using the set indicators in the logical framework matrix. Monitoring helped the project executants to identify failures and successes during project implementation and generate learning beyond the duration of the project and share lessons learnt with other stakeholders, track progress and make useful decisions in different aspects and it ensured that project activities were undertaken according to the implementation plan.

In view of that monitoring makes possible in assessing.

- (i) Relevance; does the project/activities attend to its broader development objective?
- (ii) Effectiveness; have the impacts, objectives, outputs and activities of the project been achieved?

- (iii) Efficiency; did the process that was followed make optimum use of the resources and time available to achieve the desired outputs?
- (iv) Impact; to what extent has the project contributed towards longer term goal such as job creation, poverty reduction.
- (v) Sustainability; what is the likelihood that efforts will be continued at the end of the project?

Hence a monitoring system was put in place before project started up and activities to be monitored were scheduled in the Project Implementation (Work) Plan. The following were the key players in the project monitoring process.

- (i) The MWAKUDA Group members in Pugu Kajiungeni area
- (ii) The Community Economic Development student.
- (iii) The Pugu Ward Livestock Extension Officer

However the monitoring process was conducted in a participatory manner and attention was given to those indicators usable by the community and focused mostly on what has been implemented or achieved.

5.2.1 Monitoring Information System

This subsection section elaborates a system, which was designed to collect and report information on project activities to enable the researcher to plan, monitor, evaluate and report the operations of the project. MWAKUDA used the monitoring information system to establish data bank collected from different planned activities implemented in a certain period. The collected and kept data helped in the smooth run of the project and find solutions for the impediments occurred in the implementation process. The

information required were number of members, available resources, markets, experience in poultry business, tools and equipments, required manpower to run the project (Staff and supervision), costs and expenditure, work plan /activities. Availability and accessibility to such information helps group leaders to arrange good plan for the project implementation, plan for monitoring and evaluation.

Under this system, daily records book sheets was prepared to enter all information for the use of different stakeholders including group members' themselves. MWAKUDA members were responsible for daily project records for project development and for the preparation of the monthly, quarterly and annual reports.

5.2.2 Participatory Monitoring Methods/Tools

Three participatory methods were applied in monitoring the project implementation. These were semi-structured interviews, direct observation, focus group discussion. These were treated as the primary source of data, which were used to collect information directly. Semi- structured interviews were used to collect information and it is a flexible tool, which was nonetheless systematically used in order to produce valid results. Observation is a classical method of social science inquiry where eyes were used rather than ears in observing and noting the items like feeders, drinkers, equipments, vaccinations and drugs, chickens, and was noted accordingly. Focus group discussion was applied by involving a small group of only 7 people in discussing issues related to project performance in detail and were allowed to talk freely and spontaneously about project issues. The CED student acted as a facilitator to keep the discussion on. Secondary sources were also used which included review of existing literature like project progress reports (are key monitoring tools), project documents

and other related materials. Data was processed to produce a report for presentation to stakeholders who participated in the monitoring process.

(i) Sampling and sample size

In this monitoring exercise non probability (deliberate/purposive) sampling was applied where by MWAKUDA members were the major players while other players were the Pugu Ward Livestock Extension Officer and CED student for that matter a total of six participants were involved in the monitoring exercise.

(ii) Monitoring Findings and Results

Information gathered during the monitoring process was raw hence had to be analyzed. All data and information on all project activities conducted as compared to what was planned was recorded in note books and later on inputted in the excel data sheet. The data was used to see whether the planned activities of the project were implemented as planned and the challenges encountered during the implementation and what action was taken to overcome those challenges.

(iii) Validity and Reliability

Data collected were directly related to the project activities conducted by MWAKUDA Group at Pugu Kajiungeni and the checklist was focused on the project. The selection of the respondents was a key factor to ensure data representation is at maximal level. Involvement of local government structures and Ward livestock officer was taken into consideration, as late on the project will have wider impact to the community as a whole.

5.2.3 Participatory Monitoring Plan

During implementation of the project activities monitoring was conducted. It was more or less like a supervision system used by those responsible for a project to see that everything goes as nearly as possible according to the plan, and that resources are not wasted. This plan provides the information needed to analyse the current situation, identify problems and find solutions, discover trends and patterns, keep project activities on schedule, measure progress towards objectives, formulate future goals and objectives and make decisions about human, financial and material resources. It was important to conduct monitoring in order to ensure those different activities and the appropriate strategies and sequences of action are followed.

Thus monitoring was conducted in order to keep control of the project and whether it was on the right track. Moreover to enable the project stakeholders to understand if human and non human resources were available as anticipated and were used effectively and efficiently during project implementation.

5.3 Participatory Evaluation

It is a collaborative process that involves stakeholders at different levels working together to assess a project and take any corrective action that is required. Whereas evaluation is an assessment at one point in time that concentrates specifically on whether the objectives of the project have been achieved and what impact has been made. It is about judging the merit or wealth of interventions or outputs, generally focusing on the quality, quantity and/or performance of the outputs of a piece of work. In other words evaluation focuses at assessing the Effectiveness, efficiency, relevance, appropriateness and sustainability of project activities within the project objectives and

their impact in relation to the achievement of the results. It is an ongoing activity, which is essential at every stage of the project.

The following is the importance and need of carrying the project evaluation tasks:

- (i) Improving performance; the findings and recommendations from the evaluation should be used to improve implementation; it should derive lessons from completed projects so that the lessons may be used to guide future strategies. It is a management tool used to improve activities still in progress and aiding management in future and decision making also used to find out reasons for delay and to seek remedial actions.
- (ii) Enhancing accountability; an evaluation can be used to improve the ways in which projects communicate the objectives, strategies, achievements and shortcomings with various stakeholders. Evaluation justifies the allocation of scarce funds, time and efforts by all the project participants
- (iii) Promoting communication; evaluation promotes effective communication between the various stakeholders in the project, staff and donors.
- (iv) Promoting learning and empowerment; evaluation is part of the learning process through which project participants develop new skills in planning and social and technical change. It increases motivation to participate in planning and implementing future activities.

5.3.1 Evaluation Objective

The objective of this midterm (formative) evaluation carried in mid March 2015 was to reveal the performance and successes of the project in achieving its specific

objectives and the overall goal. The evaluation exercise looked at the successes, challenges and lessons learned in the course of project implementation.

5.3.2 Evaluation Focus Areas

- (i) The extent of the project goal achievement
- (ii) Achievement of project objectives
- (iii) Challenges that faced the project implementation
- (iv) Existing opportunities for the project and
- (v) Suggestions for future improved performance of the project

5.3.3 Evaluation Design

This project was evaluated in a participatory manner whereby there was an opportunity for stakeholders to reflect on the past and made important decisions about the future of the project. It included formative outcomes such as new skills and knowledge on poultry keeping in terms of productivity, entrepreneurship and business development skills, increase in income and employment opportunities. It also looked for guidance and recommendations to strengthen and improve the project and make it sustainable and enhance its performance.

5.3.4 Performance Indicators

Indicators are signs or variables that show the extent of change that resulted from the implementation of project activities. They help to measure what actually happened in terms of quantity, quality and timeliness against what was planned. They measure progress in achieving outputs and outcomes. They show relevance, performance and

effectiveness of the project as well as progress towards meeting its outputs and outcomes.

There are many types or categories of indicators commonly used in monitoring and evaluation. A mixture of indicators was used in order to ensure that the objectives can be measured effectively and that monitoring and evaluation needs can be met. The indicators were established at the project formulation stage by stakeholders and project management team on the basis of the key project variables targeted in the project matrix or work plan. The variables related to project activities, inputs, outputs or methods of implementation defined the aspects to be calculated, determined the unit/criteria of measure, state the time element and determine the spatial/location aspect. When selecting the indicators to adopt for the project we based the decision on the following considerations.

- (i) Information that shows whether or not project objectives are being achieved;
- (ii) Information required for effective management of project activities;
- (iii) Information that responds to the priority interests of the different groups involved in the monitoring and evaluation process;
- (iv) The data that is available and can be collected accurately in order to ensure that the monitoring and evaluation information is up to date, accurate, timely, relevant and reliable.

In view of the above, four types of indicators were used in monitoring and evaluating the project.

- (i) Input indicators –describe the means by which the project is being implemented and are used to assess the extent to which resources are being used in the project

to achieve the objectives also used as the basis for performance measures of outputs.

- (ii) Output indicators- they show whether the outputs that were targeted are being achieved as planned and in the right quantity and quality. They measure the extent to which the project is delivering what is intended to deliver that is they are indicators for the results and are also of interest to the project beneficiaries. They specify a target quantity, a quantitative standard and the date by which the target should be met.
- (iii) Process indicators-show whether the activities that were planned are being carried out as effectively as planned.
- (iv) Impact indicators- Measure the project's impact upon the target group of beneficiaries. The project could create either a positive or negative socio-economic change like on income levels, employment creation, and environmental protection/degradation, health and other social hazards et

The first step in the evaluation of the project was to define indicator of success basing on the development objective of the project that of improving community livelihoods by raising income, employment opportunities, health and nutritional status and food security through poultry business. Hence the success of the project was to be assessed by looking at the impact brought by the project to the MWAKUDA Group in particular.

5.3.5 Participatory Evaluation Methodology

(i) Evaluation Methods /Tools Used

Data is crucial to project evaluation as it is to monitoring. An important requirement for collecting good quality and adequate data is to choose appropriate methods and tools. The following methods were used in collecting data during the project midterm evaluation exercise conducted in Mid March 2015; Semi structured-Interviews, Participatory Observations, Focus Group Discussions and Documentary and Records Review. While meetings, checklists, effective listening, group discussions, and appreciative inquiry and review of monitoring reports, Executive Committee minutes were the major evaluation tools applied during the midterm evaluation exercise.

(i) Sampling and Sample Size

The sample and sample size were as applied in the participatory monitoring earlier discussed and it involved the major stakeholders of the project.

(ii) Data Analysis and Presentation

Information collected was analyzed using summary sheet and was presented using written and oral forms. Stakeholders gave their views in regard to project performance in a participatory manner and were accommodated during the analysis.

5.3.6 Project Evaluation Summary

During evaluation three major project objectives were examined using several performance indicators for each objective. Expected outcomes and actual outcomes were also examined and noted in detail during the midterm evaluation exercise which was conducted in Mid March 2015. Below here find the table, which presents the evaluation summary.

Table 22: Evaluation Summary

Specific Objective	Output	Activities	Performance Indicator	Expected Outcome	Actual outcome
1.Provision of business management and technical training to 40MWAKUDA members	1.1.Five days training on how to improve business and technical skills	1. Prepare training manuals, venues, and budget.	Training manuals Manual	Expert contracted and Preparations completed	2 Training manuals are available
		2. Organize training	5 days training organized	40 MWAKUDA members attended the training	5 days training Organized
	1.2 40 MWAKUDA members attended training	1.Outsource facilitators	2 experts outsourced	Contracted experts conduct the training	Two experts trained women in entrepreneurship and technical training
		2.Conduct training	40 members attended the training	Imparted business Management skills to 40 women	40 Members improved their business management and technical skills.
2.Facilitating 7 MWAKUDA members on securing premises for poultry farm establishment	1.One stakeholders Meeting conducted	1.Identify stakeholders	5 Stakeholder Identified and consulted	Stakeholders to be identifies	Stakeholders identifies and agreed to attend the meeting
		2. Organize meeting	Minutes of Stakeholders meeting organized	Willingness of stakeholders to contribute to the project	Stakeholders contributed financial and material resources
	2.Asum of Tzs 5.0 million collected	1.Prepare project Budget	A Tzs 5.0 Million budget prepared	Budget of Tzs 5.0 million prepared	Budget of Tzs 5.0 Million prepared
		2.To Collect funds from Stakeholders	A sum of 5.0 collected	Stakeholders contribute Tsz 5.0 Million	A sum of Tzs 5.0 million collected from stakeholders
	3.Poultry farm established	1.Arrange for Procurement procedures-Chicks, Vaccination, feeds and Equipments	Invoices received from the suppliers of Chicks , feeders, drinkers, feeds, vaccinations and other equipments	Procurement of Procurements procedure are well prepared	Procurement procedures well executed by Mwakuda Group.

		2.Consult the Technical expert on livestock	One expert on consulted on poultry farm layout	Poultry farm established	The Expert guide women on farm layout and provide technical training on farm management,.
3. improved income and employment opportunities	1. Contract at least three whole sale buyers of chicken and eggs	1. Identify large scale buyers of Chicken and Eggs	Three buyers identifies	Three large scale buyers identified	Large scale buyers identifies
		2.Negotiate with chicken and eggs buyers	Availability of Negotiation documents	Large scale buyers with	
	2. MOU with three whole sale signed	1.Consultation meetings with the wholesale enterprises	Minutes of the meeting with whole sale buyers	Signed contract with large scale buyers	Three Signed contract with buyer is available
4.Tomaintain project transparency and Accountability	1.Participatory Project M&E Reports	1.Prepare M&E Plan	The M&E Plan Document	M&E Plan Prepared	Evaluation plan prepared
		2.Conduct M&E	M&E Reports	Project activities executed successfully	Annual evaluation not yet done
		3. Prepare Reports	Monitoring reports	Monitoring reports	Monitoring reports

5.4 Project Sustainability

It is the ability of the project to continue functioning by using its resources (human, material and financial factors) and generate the required results even after the project sponsors have finished their duty of financing or providing technical assistance. Therefore a sustainable project is one that can deliver benefits to the target group for an extended period of time after the main assistance from a donor has come to end. Sustainability means more than just development activities that are environmentally sensitive, it implies that the project would lead to improvements that will persist and spread beyond the project boundary and time span and not create dependency.

The completion of preparation of the Logical Framework Matrix is supposed to be followed by a serious scrutiny of the sustainability of the project. It is therefore very important to undertake potential sustainability analysis of the project right before funds are committed into the project. Interventions should create structures and solutions that will remain institutionally viable when the project ends. Project benefits are said to be sustainable when a project can create changes that deliver an appropriate level of benefits for extended period after the project has ended. Women empowerment through poultry keeping scheme for sustainable livelihood project is anticipated to be a sustainable scheme since all MWAKUDA members have been involved and decided to take the project as a community based scheme. Community participation in project planning, implementing, monitoring, evaluation and decision making created a strong sense of ownership and accountability.

The project objectives are in line with government efforts to eradicate poverty (PRSP). For the case of the sustainability plan of the project it was agreed by the group

members that every member should take part in the project implementation and contribute for growth.

5.4.1 Project Sustainability Plan

Demand for indigenous chicken's meat and eggs exceeds by far that of commercial broiler and layer chickens mainly in terms of its delicacy and it will never fall. Knowledge and skills acquired during sensitization and training enabled them to carry on the project even after the project support comes to an end. Sustainability plan describes how planning should make the project sustainable overtime, the steps taken so far and the expectation of future sustainability. There are various elements or factors which are likely to contribute towards the sustainability of the project and they present as project sustainability indicators. Never the less an indicator is something that helps to understand where you are , which way you are going and how far you are from where you want to be. The following are key project sustainable indicators, which will enable the project to be scaled up and replicated in other ambient villages.

(i) Institutional Sustainability

The project was selected as a felt need of the group since it was ranked as a priority intervention for MWAKUDA group. In view of that it is expected that the project will get full support of the group members bearing in mind that they are the primary beneficiaries and implementers of project. In addition to that the group has a defined leadership, which has the capacity and ability to give guidance to the group even when the CED student and the WLEO would leave, as there would already be institutional strengthening. Moreover the skills imparted to them during the TGT trainings it is a asset to them which has built potential and understanding on the importance of running

an enterprises. The members and Ward leadership has accepted the project, and the products are for healthy benefits whereby markets starts at their families therefore they will keep sensitizing the majority to use the poultry products(eggs and meat). Members have participated in project monitoring and evaluation executed by CED Student, which will contribute to project sustainability.

(ii) Financial /Economic Sustainability

The Group has established VICOBA model whereby they mobilized their own fund and opened a bank account through the Equity Bank. This has been seen since the project started as they were able to contribute from their savings an amount of Tzs 4,769,000, which was invested in the business. Therefore the act of contributing funds themselves as well through fundraising within their community towards their project is the evidence element of ownership. Unlike the previous time of waiting for donors to propose and lead development initiatives, the group has the base on where to start and progress forward.

In addition to this, the group is on the process of registration and thus in short while it will be possible to access loan and grants from possible sources. The business will start eggs sales after five months therefore this income obtained from the project will ensure sustainability of the project because the income will finance different project activities especially feeds and replacement of worn equipment. The incremental benefits of the project seemed to outweigh its costs and the project represents a viable long term investment.

(iii) Gender equality and inclusion

The project is sustainable because it takes into account the specific needs and interests of women and definitely it would lead to sustained and equitable access by women to the project and it would contribute to the goal of reducing gender inequality's from the profits. The project targets also to reduce the gender gap as it improve the ability of women owning assets and decision on where to invest, building confidence and improve their participation in decision making both at family and community levels.

5.5 Summary

In summary chapter five explains the participatory monitoring, evaluation and sustainability for the project being undertaken at Pugu Kajiungeni in Ilala District, Dar es Salaam region. The first section covers participatory monitoring, the second section shows how participatory evaluation was carried out and the last part is about project sustainability. The objective of conducting participatory monitoring was to compare the progress of activities with the original plan. This was done by analysing the current situation, identifying any problems, discovering trends and patterns, keeping project activities on schedule, measuring project progress towards success and making decision about resources. The following tools and techniques were used; Semi-Structured Interviews, Focus Group Discussions and Direct Observation.

The participatory evaluation was conducted based on both Ex-ante evaluation and Formative evaluation (ongoing evaluation) both applying comprehensive approach of evaluation. Ex-ante evaluation was partly covered during conducting CNA while the midterm evaluation was conducted in mid March 2015 to look into the guidance and recommendations designed to improve the project and make it sustainable, enhance performance and its productivity. The same tools used during participatory monitoring

were also used in participatory evaluation and added the documentary reviews as the fourth tool. Project sustainability plan was assessed in terms of institutional, financial/economic and gender equality indicators. The project effectiveness and efficiency was taken into consideration to ensure accountability, transparency and create sense of ownership and project continuity. All these were done in a participatory manner by MWAKUDA in Pugu Kajiungeni area. The research design used the same tools as used in the participatory monitoring exercise.

CHAPTER SIX

CONCLUSION AND RECOMMENDATION

6.1 Introduction

This chapter presents the conclusion and recommendations and the way forward towards the project being under taken by MWAKUDA Group at Pugu kajiungeni in Ilala Municipal. The chapter summarizes the findings of the participatory needs assessment, literature review, reasons which guided the choice of the project, the report on the project implementation and points out the project objectives which have been achieved so far. Also the chapter shows the summary of the findings of the project participatory monitoring, evaluation and the sustainability plan and description of the outcomes that may be expected if the project is successfully completed.

6.2 Conclusion

Participatory needs assessment gives a clear picture of what is going on in a particular community. It enables members of the particular community to agree on why it is important to focus on a particular need/issue and how best to address it. The participatory assessment facilitates in identifying problems that are needed to be addressed in a particular community, its sources, effects, assets/resources available to solve the problem and the most affected group (people) in the community and show how or reveal the assets/resources available within the community to address those problems. To come up with the project, various research methodologies such as Questionnaire, Focus Group Discussion, unstructured interviews, participants' observations and documentary review were applied in order to identify the needs.

During participatory needs assessment major needs were identified and were

prioritized, the results of which placed income poverty due to non availability of viable income generating activities as problem number one, the other needs identified in this research such as Greenhouse horticultural activities which was cited as the second need in an attempt to raise their income, followed by fish farming in earthen ponds was the third preference need and last was dairy cattle keeping need, were not addressed by this project likewise other partners might address them in future.

The theoretical literature review showed that poultry industry in Tanzania is of two types, commercial for broilers and layers and that of the indigenous chicken keeping. Poultry is the mostly evenly distributed in the country because of several reasons one being that they multiply very fast, and they provide 100% of the poultry meat and eggs in rural settings and 20% of the poultry meat and eggs consumed in urban areas. However there seems to be lack of detailed studies focusing on wider description of flock characterizations and the management and care of rural production systems. However some efforts are being exerted to raise productivity through improving housing, nutrition, breeding and health programs. The genetic resource of the scavenging chickens is normally rich for genetic improvement. Never the less New castle Disease is said to be one of the most prominent disease in the country that decimates the chicken flocks. Still the local chickens are potential in fostering rural household food security, income and ensure gender equality.

With empirical literature review it was revealed that chicken keeping has been practiced globally and treated as a poverty reduction venture to rural marginalized people especially women. In Africa is mostly based on scavenging system and no regular health control programs and New castle Disease is the most common challenge

to poultry industry worldwide. World Vision Tanzania and TASAF support similar projects in the project area. RIU Tanzania is supporting poultry farming for sustainable income generating in Kibaha, Bagamoyo, Mkuranga, Rufiji and Kisarawe districts. A number of researches have been conducted to address the problem of low productivity of local chickens but a lot is needed to be done to increase the productivity of the poultry subsector.

As regards to policy review, the agriculture and livestock policy of 1997 was in line with the reforms and has defined public and private sector roles and has key elements. The project is in congruent with the above policy, and the subsector is said to be contributing almost 70% of the flock. Traditional chicken keeping provides a quick increase in productivity but has a number of challenges ranging from low productivity, diseases, poor poultry feeds, poor extension services, limited research services, lack of marketing and processing and there is no regulatory framework in hatchery and breeding farms.

In 2001 FAO initiated the Pro Poor Livestock Policy Initiatives to enhance and formulate related policies. However the country lacks a sound livestock policy, research plans and proper coordination. There were a number of reasons, which led to the choice of the project being implemented. There were a number of viable projects which could be implemented but poultry was chosen because it is inexpensive as it requires less capital, home based business which requires less movements and travels. It is a quick source of income as they are easy to dispose of and multiply very fast as compared to other kinds of livestock. Chicken also help to improve nutritional status of rural families.

Participatory Monitoring started to be conducted since the time of project initiation in order to measure the efficiency in the use of inputs, the running of project activities, and achievement of outputs and verification of the assumption. It would be conducted continuously by MWAKUDA Group and stakeholders.

Evaluation will be conducted to measure the long term impact and project sustainability in terms of achievement of purpose and goal and any unplanned changes. The sustainability plan was also established in order to determine project capacity to continue operating without depending on external support in terms of human, material and financial or even when external sources of funding have come to an end. There are indicators for the sustainability plan such as institutional sustainability, financial/economic sustainability, political sustainability and gender equality sustainability.

So far no unexpected occurrences were encountered which could greatly affect the ability to complete the project and achieve the overarching goal and the specific project objectives. However what so far has been successfully achieved was possible due to involving community project participation. The project is being implemented by MWAKUDA themselves with advice and extension services from relevant project stakeholders.

6.3 Recommendations

The following are recommendations regarding the experience so far gained out of conducting the project. Participatory Assessment is very vital and should be conducted

before undertaking any development project to address the community development problem. Once the needs are identified using various participatory tools depending on the type of assessment, and prioritized the community members have to analyze their available resources to tackle the problem and feel that they are part of the project to be undertaken. This creates sense of project ownership, accountability and sustainability.

Project design should be done immediately after prioritizing the community need starting with stakeholder analysis, logical framework analysis and project implementation which entails activity planning and shows who will do what, when to do, types of inputs needed. The two activities require technical skills; these skills are rarely available in local communities, and however within the local communities there are a number of Community Based Organizations that deals with community economic development.

Literature review is very important before conducting any project, as it will show the vital theoretical literature for the project you want to undertake, the empirical literature would help to locate such similar projects undertaken in other places or organization. Opportunities, challenges and lessons learned can be revealed and how you can tune with situation. While the policy review will assist in looking at the policy implications within the country on the project to be conducted whether it is in line with sectoral policy and other regulations associated with conducting such a project. Project monitoring, evaluation and sustainability are very important elements in project design and management. The importance of each element has been well elaborated under respective sections and if not adhered to for sure the project is bound to nosedive.

The researcher used four methods during data collection. All applied methods were most appropriate as they assisted the researcher and community members to easily identify the community need that led to project design and implementation. Among the best methods used include the Questionnaire and the Focus Group Discussions. However with these methods the researcher strongly recommends that communities should use these methods as they facilitate to solve the problems and create cohesive force among communities that binds members to own the project that is more sustainable.

The participatory needs assessment made a pervasive research on community needs and identified five pressing needs and was prioritized using preferential ranking methods where by income poverty was ranked as number one problem. This is due to lack of viable income generating activities and consequently led to design and implementation of the project in point. However the community has a number of unaddressed needs, it is recommended that more efforts must be devoted for further research in the remaining four problem areas such as Lack of clean, safe and adequate water, Food insecurity, Inadequate health services and Environmental degradation.

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APPENDIX

Appendix 1: A Questionnaire for MWAKUDA Members

The objective of this questionnaire is acquiring information for the project known as “Poultry Keeping Scheme for Sustainable Livelihood for MWAKUDA Women in Bombani Pugu area, Ilala district in Dar es Salaam City”. The information requested will be solely used for academic purposes and not otherwise.

Thank you very much for taking your time to fill in this questionnaire

Part A: Respondents' Profile

1. Age: Between 18 – 25 years ☐ Between 26 - 40 years ☐
Between 40 – 59 years ☐ Above 60 years ☐
2. Education: Primary ☐ Secondary ☐
Others, specify
3. Marital Status: Single ☐ Married ☐ Separated ☐ Divorced ☐
4. What Income generating activities do you do to earn your living:
Farming ☐ Livestock keeping ☐ Business ☐ Employed ☐
Others, specify
5. How many people depend on you for a living? 1- 5 ☐ 6 – 10 ☐
More than 10 ☐

Part B: About Chicken Business.

1. Do you rear chicken at home? Yes ☐ No ☐
2. If the answer is yes, how many chickens do you own? Below 4 ☐
5 – 10 ☐ 11 – 50 ☐ 51 – 100 ☐ More than 101 ☐
3. Where do you keep your chicken? Special chicken house ☐
At the kitchen ☐
4. What are the major problems in rearing chicken?
Diseases ☐
Predators ☐
Thieves ☐
5. How do you treat your chicken when they fall sick?
Using scientific method ☐

Using traditional method ☐

6. Do the veterinary services available when needed? Yes ☐ No ☐

7. What is the major community problem do you face:

Low income ☐

Markets ☐

Diseases for the chickens ☐

Economic/financial resources ☐

Others, specify

8. From your views, who are the major owners of the chickens? Women ☐ Men ☐

9. What are the major uses of the chickens and eggs?"

Income for domestic expenditure ☐

Source of food ☐

Savings ☐

10. Where are your sales outlets for the chicken and eggs?

Individuals ☐ Hotels & Bars ☐ Supermarkets ☐

11. What is your average monthly income?

Monthly Income Average	
Amount in TZS	Tick
Less than 39,999	
Between 40,000 - 89,999	
Between 90,000 - 99,999	
More than 1,000,000	

12. Have you attended any entrepreneurship training? Yes ☐ No ☐

13. Rank your community needs priority from 1 – 4

Question	Rank
Poultry production for high income generation	
Horticultural activities in greenhouses	
Dairy cattle keeping	
Fish farming in earthen ponds	

14. Regarding how we can improve poultry keeping scheme for sustainable livelihood of MWAKUDA women in Bombani Pugu area, what are your suggestions/ recommendations to:

(i) The Government

.....

(ii) Project

.....

(iii) MWAKUDA members

.....

(iv) Society

.....

Thank you for your cooperation